GOVERNMENT OF ALBERTA
STRATEGIC BUSINESS PLAN

THE VISION

"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."

2005 BUDGET

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Table of Contents

Government of Alberta Strategic Business Plan

Introduction 3

Today's Advantage, Tomorrow's Promise:
Alberta's Vision for the Future 5

Today's Opportunities, Tomorrow's Promise:
A Strategic Plan for the Government of Alberta 11

Cross-Ministry Initiatives and Medium-Term Strategies 27

2005-08 Government of Alberta Business Plan 53

Introduction

The *Government of Alberta Strategic Business Plan* consists of:

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future
(Alberta's vision document);

Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta
(20-year strategic plan);

Cross-Ministry Initiatives and Medium-Term Strategies
(government-wide initiatives and medium-term strategies); and

2005-08 Government of Alberta Business Plan
(3-year government business plan).

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future lays out Alberta's vision of "A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."

It outlines the values that Albertans hold and four key opportunities or "pillars" to realize Alberta's vision: unleashing innovation; leading in learning; competing in a global marketplace, and making Alberta the best place to live, work and visit.

Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta is a 20-year strategic plan that flows from the vision document, Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future. The 20-year plan sketches a picture of Alberta in the year 2025 and contains broad strategies for achieving the four key opportunities outlined in the vision document.

The 20-year strategic plan is based on what the government has heard from Albertans in different forums over the last few years. It provides strategic direction for government planning and policies.

Cross-Ministry Initiatives and Medium-Term Strategies focus on corporate priorities often involving more than one ministry.

The Cross-Ministry Initiatives section sets out the objectives and targets for five policy initiatives that bring together various ministries to address government-wide issues. This approach recognizes that many issues are not isolated to a single ministry. The 2005-08 policy initiatives are: the Aboriginal Policy Initiative, the Alberta Children and Youth Initiative, the Economic Development and Innovation Initiative, the Health Innovation and Wellness Initiative, and the Leading in Learning and Skilled Workforce Initiative.

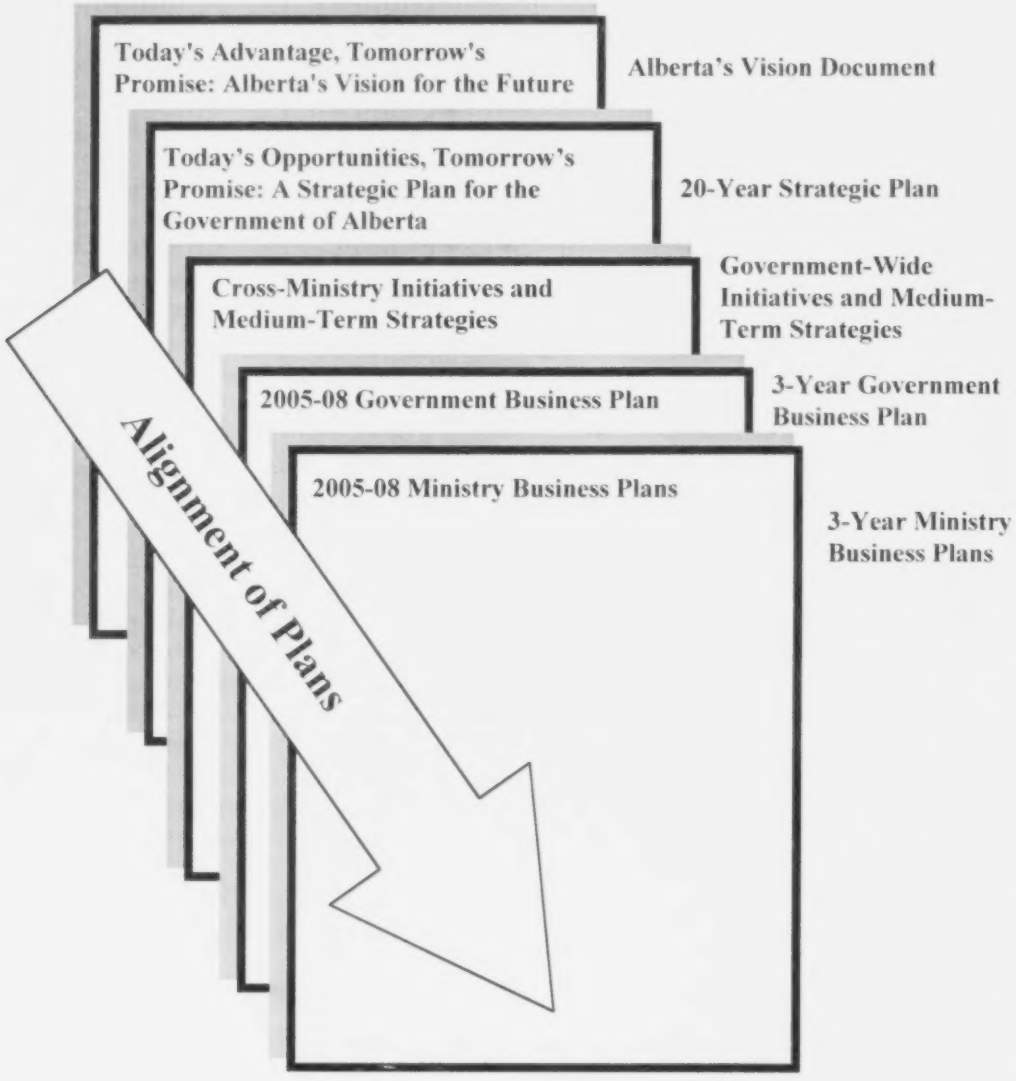
The Medium-Term Strategies section provides information on government strategies to address priority issues over a longer period of time.

The **2005-08 Government of Alberta Business Plan** is an ongoing three-year plan linked to the fiscal plan and aligned with the broader strategies in the 20-year plan. The government business plan is published annually. It lays out the government's goals, strategies, and performance measures to track progress towards goal achievement.

Ministry business plans are also published annually and cover a three-year period. These ministry business plans indicate how they link to the *Government of Alberta Strategic Business Plan*.

STRATEGIC POLICY FRAMEWORK

The Alberta government has a strategic policy framework with a vision, linking long-term, medium-term and short-term directions. The vision document is at the top and sets out Alberta's vision for the future. Next, the 20-year strategic plan sets out major strategic themes on how that future will be achieved. Each subsequent plan provides a greater level of detail. In addition, at the ministry level, operational plans and management performance contracts are developed. This alignment ensures that all of government is "pulling together" and that all strategies are linked to Alberta's vision and 20-year strategic plan. To make sure that the vision and 20-year strategic plan reflect the priorities of Albertans, they will be periodically reviewed and updated.


Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future
Alberta's Vision Document
Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta
20-Year Strategic Plan
Cross-Ministry Initiatives and Medium-Term Strategies
Government-Wide Initiatives and Medium-Term Strategies
2005-08 Government Business Plan
3-Year Government Business Plan
2005-08 Ministry Business Plans
3-Year Ministry Business Plans
Alignment of Plans

TODAY'S ADVANTAGE, TOMORROW'S PROMISE: ALBERTA'S VISION FOR THE FUTURE

Table of Contents

Today's Advantage, Tomorrow's Promise:
Alberta's Vision for the Future

Introduction 7

Promises Kept, Mission Accomplished 7

Keeping Albertans' Values in Mind 8

Taking the Next Step 8

Achieving the Vision 9

Introduction

Just over 10 years ago, the Alberta government set a course for a new future. Since then, Albertans and their government have created an era of enviable growth and unmatched prosperity. Making great strides toward achieving the vision of: "A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children," *Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future* builds on the successes of the last decade, and focuses on a renewed vision that reinforces both Alberta's quality of life and prosperity.

PROMISES KEPT, MISSION ACCOMPLISHED

In 1993, Albertans faced some tough choices. The economy was not performing to potential and the government was spending more than it could afford. Red tape and regulations were hurting business and government had become too big. Albertans told their government to take action and their government listened. Alberta's government is now more open, transparent, accessible and accountable than ever before.

Enormous achievements have been realized:

- Deficits are a thing of the past and Alberta is eliminating its accumulated debt in 2005.
- The economy has grown strongly and steadily. Alberta's outstanding economic growth has created over 431,000 new jobs in just 10 years.
- Regulations have been streamlined and government has become more effective, efficient, adaptable and value driven. Personal and business taxes are lower.
- Important changes have been made to the way we organize and structure Alberta's health system. The Mazankowski Report has provided a blueprint to continue strengthening and ensuring the sustainability of the system, and to create a strong foundation for the challenges of the future.
- Alberta's Commission on Learning has examined the fundamentals of the learning system to assist us to build on a similar strong foundation in education.

But perhaps the most significant achievement of the past decade is the change in how Albertans and their government work together. Individuals and communities now want and expect to be full participants in governing the province. Public participation in future-shaping events such as the *Growth Summit*, the *Future Summit* and the *Public Consultation on a Debt-Free Alberta* has brought government closer to the people and has empowered individuals to become planners of their own future while government is asked to ensure the infrastructure is there to enable them to succeed.

The Government of Alberta also has forged partnerships with communities to find local solutions to important issues. From consultation on every policy or legislative change, to community engagement in program areas from Fetal Alcohol Spectrum Disorder prevention to community justice committees to economic development authorities and tourism councils, the door has been opened to individual and community participation. Albertans now expect community governance as a normal operating procedure, not as a special event.

Overall, Albertans' accomplishments have set the stage for the next decade and beyond, but we can't stand still. In a global environment that is challenging and chaotic, success requires a strong foundation, a clear sense of values and a strength of purpose. We must recognize and build on the accomplishments of the last decade; not rest on them. Respecting the ongoing need for the sound fiscal policies which got us to where we are today, *Today's Advantage, Tomorrow's Promise* works to achieve our vision that Alberta is a place where all Albertans can realize their full potential, where we are stewards of Alberta's natural beauty and resources, and where sustained economic growth leads to continued prosperity and realized opportunity.

KEEPING ALBERTANS' VALUES IN MIND

Central to the government's vision for the future are the values this province has been built on. Past successes were achieved as a result of these values – and future successes will be achieved with these values in mind.

Our vision is built on Albertans' desire to take advantage of these new opportunities and to maximize their personal achievements and potential:

- Albertans' desire for the freedom to control their own lives and their rejection of unnecessary rules or red tape.
- Albertans' strong belief in the freedom to pursue personal success.
- Albertans' recognition that their right to self-determination is balanced by their responsibility to their family and to the greater community.
- And Albertans' pioneering, entrepreneurial spirit and willingness to take risks and embrace new technologies.

Equally important is Albertans' desire for strong leadership. Strong leaders that listen to Albertans and create an environment where individual Albertans have the opportunity to achieve their goals. Strong leaders who will forge directions, make decisions and take action to protect our high quality of life and reflect our independent spirit.

TAKING THE NEXT STEP

Achieving the new vision will require effort by all Albertans.

Individuals, communities, non-profit organizations and businesses all have an important role to play. So does the Alberta government.

Leadership in government provides the framework through economic, social and regulatory policies – and in partnership with other levels of government, communities, business, industry and not-for-profit sectors – they together create the environment for all to flourish. Leadership also requires promoting Alberta's interests and securing benefits for Albertans as an equal partner in a strong, united Canada.

Albertans want their government to create an environment that enables everyone to take advantage of opportunities. They want government to ensure the right infrastructure is in place for Albertans to make their own opportunities. They want government to provide Albertans with an opportunity to acquire the knowledge they need to identify and participate in future opportunities. They want government to protect them by providing assurance – that Albertans have safe water, air, land and food, and access to quality health care.

Our vision, *Today's Advantage, Tomorrow's Promise,* is centred on people, preservation and prosperity.

People are at the heart of the Alberta Advantage that is envied around the world. Our vision embraces the concept that, as our best resource, Albertans will realize their potential and be confident about the future.

This requires hope, personal and community resourcefulness to meet challenges, and support where needed. It requires valuing the diverse gifts that all Albertans bring to their communities, whether building economic strength or contributing to making the community a vibrant, safe and healthy place to live. And it requires valuing the healthy development of all people, to achieve their highest potential.

The government will promote this success by making sure Alberta's children get the best possible start in life and by ensuring Albertans have the capacity to educate themselves as well as the freedom to create innovative and entrepreneurial opportunities. Individuals make and must be responsible for choices which impact their own health and the health of others, but influencing some of the factors that lead to healthy human development requires our common action. We need to ensure that quality health care is there when people need it.

Albertans are caring and compassionate and have concern for their fellow citizens. Albertans will always ensure that essential services are there for those of us in need to enable each of us to be the best that we can be.

Preservation means maintaining an environment that is unsurpassed in the world. In balance with sustainable economic growth, Albertans value the preservation of the province's clean, healthy, natural environment, where the majestic beauty of Alberta is protected for future generations to enjoy.

Through careful stewardship, the Alberta government will manage these resources in a sustainable manner, maintain our system of parks and protected lands, and ensure clean air, land, rivers and lakes.

Prosperity is essential to maintaining and improving Albertans' overall quality of life. Unmatched, sustainable overall economic growth is the foundation of Alberta's place in Canada and with quality of life.

Today's Advantage, Tomorrow's Promise provides a vision to ensure economic growth that is unmatched in Canada, North America and around the world. It is a vision that ensures individual Albertans will have the chance to work, or seize an opportunity to succeed.

The base for this growth will be achieved through sound management that enables the sustainable development of our natural resource-based economy.

The Alberta government has a role in creating an attractive tax, fiscal and regulatory climate that stimulates all sectors of our economy and makes new, innovative business possible. The government will also target areas of emerging excellence by placing an emphasis on research and development in health, energy, climate change, and value-added agriculture and resource development.

Ultimately, although financial well-being is the anchor of prosperity, other dimensions of family, social, spiritual and physical well-being are essential to fulfill human aspirations and must continue to be a measure of our prosperity as Albertans.

ACHIEVING THE VISION

Today's Advantage, Tomorrow's Promise is focused on ensuring that people grow and develop into vibrant, confident individuals, and that families and communities achieve their full potential.

This is achieved through four key opportunities – unleashing innovation, leading in learning, competing in a global marketplace, and making Alberta the best place to live, work and visit.

Unleashing innovation focuses on becoming a world leader in innovation, research, development and commercialization of new ideas. This applies both to our existing strengths in energy, agriculture and forestry as well as new businesses that create wealth by commercializing new technologies, creating new products, and adding value at home for export abroad.

Leading in learning requires making sure Albertans have the opportunities they need to learn, adapt and develop new knowledge and new skills. This means making certain our educational opportunities are second to none and our children have the chance to get a healthy start in life. It requires our support of opportunities for lifelong learning, developing both skills and knowledge.

Competing in a global marketplace is about creating a business and investment environment that is recognized around the world as an excellent place to do business. It requires setting policies that allow Albertans to compete and succeed in a global marketplace. It means competing for our share of the growing global market for manufactured goods and business services, welcoming visitors both as tourists within a clean and sustainable industry, and as potential citizens interested in investment and living opportunities. It is a place where Albertans, with heritage from all parts of the world, live in harmony in a cosmopolitan society, setting an example for the world and providing a key advantage in global relations and trade.

Making Alberta the best place to live, work and visit is where these strategies translate into a superior quality of life for Albertans. Making Alberta the best place to live, work and visit means attracting people to live in Alberta because it provides an environment in which they can contribute their talents and create a quality of life that meets their dreams. It means maintaining strong and viable rural and urban communities, protecting wildlife and parks, and promoting the diversity and excitement of Alberta's cultural, arts and recreational opportunities. It means promoting safety and ensuring Albertans' security. And above all, it means making certain we are able to raise our children in a safe and healthy environment.

Today's Advantage, Tomorrow's Promise is the Alberta government's vision of an Alberta from Albertans – a vision designed by listening to Albertans. It is a vision of unmatched economic prosperity. It is a vision about unleashing the talents of individual Albertans. It is a vision about maintaining a clean and healthy environment. And it is a vision where all of these combine to create an exceptional quality of life. It is a vision for the future. It is a vision of hope.

TODAY'S OPPORTUNITIES, TOMORROW'S PROMISE: A STRATEGIC PLAN FOR THE GOVERNMENT OF ALBERTA

Table of Contents

Today's Opportunities, Tomorrow's Promise:
A Strategic Plan for the Government of Alberta

Introduction 13

The Vision 13

The Opportunities and Strategies 13

Conclusions: Building on Albertans' Self-Reliance 14

Introduction: An Array of Opportunities; A Theme of Self-Reliance 14

The Vision - Alberta in 2025 15

The Plan 16
- Opportunity 1: Unleashing Innovation 16
- Opportunity 2: Leading in Learning 20
- Opportunity 3: Competing in a Global Marketplace 21
- Opportunity 4: Making Alberta the Best Place to Live, Work and Visit 22

Conclusion: Building on Albertans' Self-Reliance 26

Introduction

Today's Opportunities, Tomorrow's Promise is a strategic plan that lays out a course for the Alberta government for the next 20 years. It provides a **vision** for the future, identifies four **opportunities or "pillars"** for Alberta to maximize its potential, and suggests a number of specific **strategies** to take advantage of those opportunities.

THE VISION

The plan's vision statement for the province is: "A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children," and paints a big picture of what Alberta could look like in the year 2025. Among other features, the picture is of a province where people are free to realize their full potential, where they can create and capitalize on opportunity, where the vulnerable are protected, and where the economic fundamentals of the province are strong.

THE OPPORTUNITIES AND STRATEGIES

The four areas of opportunity for the province over the next 20 years are taken from the government's 2003 vision document:

- Unleashing Innovation
- Leading in Learning
- Competing in a Global Marketplace
- Making Alberta the Best Place to Live, Work and Visit

Unleashing Innovation

- Creating the environment and infrastructure that enables knowledge and technology to invigorate our traditional economic strengths and to create new economic opportunities.
- Developing and using energy and natural resources wisely and exploiting new technologies to maximize the benefits of all resources.
- Implementing a long-term water strategy and completing an effective land use policy that ensures the most appropriate use of these basic resources, while recognizing our obligations as stewards for future generations.
- Ensuring Albertans are able to continuously explore and understand our changing world, identify and mitigate emerging risks before they become crises, and see and grasp emerging opportunities.

Leading in Learning

- Investing in our learning system to assist Albertans in their desire to have their children succeed and to ensure that the province benefits from its human potential.
- Ensuring the accessibility, quality and affordability of the basic education system.
- Promoting the importance of lifelong learning as the necessary way for each Albertan to maximize his or her potential to the benefit of all Albertans.
- Helping Albertans get the work and life skills they need to achieve their aspirations.

Competing in a Global Marketplace

- Ensuring reliable export markets, including a possible customs union with the U.S.
- Protecting Alberta's achievements by being a strong partner in Confederation and by effectively projecting our influence within and beyond Canada.
- Building on Alberta's economic cornerstones, such as oil and gas, agriculture, forestry and tourism.
- Continuing to keep taxes low and ensuring a competitive, safe and efficient regulatory systems.
- Building leading infrastructure and transportation.

Making Alberta the Best Place to Live, Work and Visit

- Ensuring adequate revenue to properly fund Albertans' priorities through government programs.

- Keeping basic services such as health, education and social programs contemporary, responsive and affordable.
- Building a modern infrastructure that supports Albertans' social and economic goals.
- Working with municipal governments to support strong, viable, safe and secure communities.
- Protecting Albertans' basic personal and economic freedoms.

CONCLUSIONS: BUILDING ON ALBERTANS' SELF-RELIANCE

Government will need to work in partnership with Albertans to achieve the vision it has laid out for the Alberta of 2025. The role of government is to work together with Albertans to support their desire for self-reliance, to manage uncertainties and to realize opportunities. The core value of Albertans is self-reliance. This core value will shape the Alberta of tomorrow and help achieve tomorrow's promise.

INTRODUCTION: AN ARRAY OF OPPORTUNITIES; A THEME OF SELF-RELIANCE

In the first part of the 21st century, Alberta is Canada's high-energy province. It leads the nation in nearly all economic indicators, and is the ideal destination for Canadian families who are looking to start new careers, open new businesses and realize their dreams.

For Albertans, economic success is not an end in itself. Albertans look at economic strength as a key to achieving their personal goals, and essential to enjoying the advantages afforded by strong communities, good health and education systems, low taxes, and a high level of personal freedom and autonomy. While financial well-being is the anchor of prosperity, other dimensions of family, social, spiritual and physical well-being are essential to fulfill human aspirations and are the true measures of prosperity. For this province, a strong economy is not merely about numbers on a spreadsheet. It's about opportunity and success.

Alberta is blessed with an abundance of natural resources that have contributed to its economic fortune. But Alberta's success is built on more than the luck of geography. The vital ingredient in Alberta's success story is the hard work and dedication of the people who make up the province; people who dedicate themselves to continuous improvement for themselves, their families, their communities, and their province.

Albertans expect their government to create an environment in which they can maximize opportunities. For them, government's job isn't to do the work for them; it's to let them do the work themselves. Albertans call this self-reliance, and it's a principle that has shaped this province and its people for the last century and longer.

It has been self-reliant Albertans, not government, who have built the farms and ranches that developed this province. It has been self-reliant Albertans, not government, who have drilled the oil and gas wells that made energy the engine of the province's economy. It has been self-reliant Albertans, not government, who have built Alberta's businesses, raised Alberta's families, taught in the province's schools, cared for patients in Alberta's hospitals, and built communities where people feel safe, respected and free.

Today's Albertans cherish their independence and insist on being self-reliant, just as yesterday's Albertans did. As Alberta looks forward to its second century as a province, its people recognize that self-reliance will be the foundation of the province's future, just as it was the foundation of the province's past.

This commitment to self-reliance shouldn't be confused with a lack of caring – for neighbours, or for the province as a whole. Albertans believe that every citizen has the right to maximize his or her personal opportunities, and the responsibility to help those who need help.

Nor does self-reliance mean that there aren't important expectations for government.

Albertans expect their government to provide a framework for success through economic, social and

regulatory policies that create opportunities for all to flourish. They also expect that government will work in partnership with Albertans, and their municipalities, First Nations, Metis Settlements, businesses, and Aboriginal and other communities, to build Alberta together. They expect that government will help lead the development of the tools for the 21st century economy – tools such as research, innovation and the development and commercialization of technology. They expect their government to provide the proper infrastructure needed for growth and prosperity, and to protect the environment so that Albertans have safe water, air and land today and tomorrow. In short, government should fund basic services fairly, avoid big government, manage public dollars wisely, and ... simply stay out of the way!

Over the next 20 years or so, the government wants to help the province match or improve its record of success over the previous decade. That's why it has developed this long-range plan. The plan expands on the province's vision for the future by painting a picture of what Alberta could look like in 2025. It then lays out Alberta's abundant opportunities for the future and ideas for realizing the full potential of those opportunities.

The 20-year plan has not been developed out of thin air, nor has it been developed without the input of Albertans. In fact, it's based in large part on what the government has heard from Albertans, in different forums, over the last few years.

Consultative events such as summits in agriculture and health, discussions with Alberta's Aboriginal communities and opinion gathering activities such as mail-out surveys to Albertans on issues ranging from fiscal planning to the future of the Alberta Heritage Savings Trust Fund, have all helped shape the direction of this plan. And, in 2001, the Future Summit gave Albertans from all walks of life the opportunity to contribute ideas and outline priorities to a long-term vision of Alberta's future. People who took part in these forums should see much of their input reflected here.

In 2004, Albertans again gave their views through the "It's Your Future" survey – this time it was on how best to use future surplus dollars. Having long-term goals – a destination – is obviously important; just as important is making the journey as rewarding and fulfilling as possible for all those involved. This plan talks about how to do that. But it also emphasizes that the participation of Albertans will be essential to its success. Achieving tomorrow's promise for Alberta is within the grasp of all Albertans. Today, let's start building tomorrow.

THE VISION - ALBERTA IN 2025

In February 2003, the Alberta government renewed its vision for the future. This look forward, titled *Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future*, builds on Alberta's strengths and successes over the last decade, and sets a framework for the government to follow in the future. The vision for Alberta is: *"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."*

Based on this vision statement, the government considered the question: What do Albertans want their province to look like in 20 years or so, say, in the year 2025?

The result is that the government sees Alberta in 2025 as a province of four million people, slightly older than today's population and more diverse where:

- Its people are free to realize their full potential, and personal choice is the only limit to opportunity.
- Government is a responsible steward of the province's abundance of natural resources.
- People feel safe in their homes, on their streets, at work and in their communities.
- The economic fundamentals of the province are strong, and the tax system is designed to promote individual entrepreneurship and the transformation to a knowledge-based economy.
- The economy shifts toward a knowledge-based approach, with research, technology development and value-added products having a much larger part in the province's prosperity.

- Essential public services such as health and education are contemporary, accessible, and affordable, and individuals have a role to play in using these services responsibly.
- The potentially vulnerable in society, including seniors, children, and the disabled, have the support they need to live in dignity, achieve personal satisfaction and independence, and continue to contribute to the betterment of the province.
- Albertans are able to enjoy the province's unspoiled natural areas and wide variety of arts, cultural and recreational opportunities.
- Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans.
- The province's small towns, farms and ranches are a vital part of Alberta, and rural communities, like large urban communities, are vibrant and growing.
- The province is a full, participating partner in Confederation, and the views of Albertans are respected by the federal government.
- Municipalities and the provincial government work in a fair partnership to serve their constituents.

This is a picture that captures the values of Albertans – values that have shaped the province and its unique place in Canada over the previous century.

To realize this vision, to make this picture come to life, the government has identified four areas of opportunity:

- Unleashing innovation
- Leading in learning
- Competing in a global marketplace
- Making Alberta the best place to live, work and visit

This plan discusses those opportunities in detail and lays out ideas for seizing each of them.

THE PLAN

Over the next 20 years, Alberta will be a place of great opportunity – just as Alberta was a place of opportunity a decade ago. Just over 10 years ago, in 1993, the province faced deficits and mounting debt, complex and unnecessary regulatory systems and a government that had become too big. Albertans had an opportunity to make things better. Albertans and their government developed a plan to capture those opportunities by eliminating the deficit and paying down the debt, removing taxes and regulations that impaired business competitiveness, and refocusing the role of government from direct intervener to partner and facilitator.

By following the plan, 10 years later, Albertans and their government have created the Alberta Advantage.

Today's opportunities are different than those 10 years ago, but the approach remains the same. With a solid plan and a commitment to following it, Albertans and their government can build on the solid foundation created over the past decade.

While no one can be certain of the future, Albertans know that they want a province with a high quality of life; a place where people choose to live and have the opportunity to succeed. They want a province where children can get the best education and health care is available when they need it.

This plan looks at the boundless opportunity that Albertans enjoy. Building on today's foundation, this plan focuses on strategies for achieving a future that Albertans, their children and their grandchildren can look forward to today.

The plan is based on four key opportunities or "pillars." Each opportunity is presented separately, but they are interwoven and interdependent. Each complements the other – and success in seizing one opportunity will lead to success in seizing the others.

Opportunity 1: Unleashing Innovation

Over the past 10 years, Alberta's economic growth has been unparalleled. Fuelled by higher than expected oil and natural gas prices, annual economic growth has been consistent and strong.

While natural resource-based industries will continue to play a vital role in the provincial economy for

many years to come, the province can't continue to rely on high natural resource prices forever. Alberta's economy must expand from its natural resource base, enhance the value of manufactured goods and business services produced, and venture boldly into bio-technology and the life-sciences, nano-technology and other research and development opportunities in order to achieve exceptional growth.

The Alberta government has developed "Securing Tomorrow's Prosperity" to achieve the economic component of the government's business plan. It is a market-driven, value-added strategy with a long-term vision to upgrade primary resources, expand manufacturing, develop business services and foster knowledge-based sectors. It is also focused on the growth of a competitive and innovative value-added and business services industry.

Achieving the New Economic Promise: A Knowledge-Based Approach

A knowledge-based approach doesn't mean abandoning Alberta's traditional strengths – it means building more value into our traditional goods and services in order to achieve greater returns in the international export market. It also means using technology to make the most effective use of limited resources to get the best value and return for Albertans and using the strong base of information technology and life sciences to lead in the development and production of new knowledge-based products.

Over the past decade, the provincial government has made great strides toward encouraging a broader economic base. Alberta's strong fiscal position and favourable personal and corporate tax rates have transformed Alberta into Canada's economic powerhouse. And the elimination of needless government regulation has positioned Alberta as a business-friendly province.

Having a high quality of life characterized by a clean environment, valued cultural and recreational opportunities, safe and caring communities, great health care, outstanding educational opportunities, and a fair and safe work environment has made Alberta a desirable place to live and do business. Our 21st century society, where Albertans have roots all over the world, provides yet another advantage – windows to the world.

The results have been impressive. Many large companies have invested and expanded operations in the province over the last decade, and Alberta has been cited as the province in which to locate small businesses. The province's service and retail sectors have shown remarkable growth and strength. Alberta companies, large and small, are trading and providing services all over the world. Alberta's labour force is the most productive in Canada. The province has also become a national leader in research and technology. In 2005, Alberta is still known in large part for its oil fields, productive farms, and sprawling ranches. But it is also known for its medical and engineering research, its world-leading education system, its retail growth, and its technological innovation.

Great strides have been made, but there are further opportunities. To ensure that Albertans benefit from these opportunities over the next 10 years, the Government of Alberta will work towards investing up to 5 per cent of its annual budget in support of its innovation agenda, as dollars are available.

One area where more success awaits is in the field of **technology development and commercialization**. Alberta's low business taxes attract many established businesses to the province. The availability of research funding means that significant new technologies are consistently created in Alberta. But there is a desire to develop the capacity for research and a need to bridge the gap between basic research and applied technology. Alberta scientists and technology entrepreneurs need the opportunity to develop and commercialize their products here and sell them to consumers in Alberta and around the world. Often, breakthroughs discovered in Alberta are being developed elsewhere. The talent that developed them, and the opportunities to be derived, sometimes leave with them. The province needs to encourage technology commercialization and use within Alberta's borders.

Recognizing this, the Government of Alberta has developed Accelerating Innovation in Alberta. The focus of this strategy is to encourage innovative companies to develop Alberta technologies into saleable products. This will require innovation and collaboration among governments, research institutions, entrepreneurial researchers and businesses.

Another factor in spurring technology commercialization is the availability of venture capital. The Alberta government will work with the technology sector and the investment industry to identify and implement competitive mechanisms and frameworks to encourage investment and increase access to venture capital within the province. Alberta companies attract significant capital to the traditional economy. The province must develop the expertise and structures necessary to migrate to the new opportunities in knowledge-based emerging industries.

Focusing on our Strengths

Taking a knowledge-based approach will help Alberta's economy grow. But Alberta's traditional strengths in energy, agriculture, forestry and tourism cannot be forgotten.

The Alberta government has made great progress in encouraging the development of the province's traditional resource-based industries. The tax and royalty systems have been used to spur record investment in Alberta's oil sands. Alberta's natural gas resources have been further upgraded through the expansion of the petro-chemical manufacturing base. Research initiatives, business risk management tools and disaster assistance programs contribute to the viability of the agricultural sector. And wise stewardship of our forest resources has stimulated growth in the forestry industry.

However, declining long-term commodity prices, trade barriers and finite resources mean significant effort will be required to ensure Alberta's traditional industries continue to flourish. As well, using the province's resources wisely is essential to preserving their vital place in Alberta's economy and quality of life.

Alberta's **oil sands** are the second-largest deposit of proven oil reserves in the world, next to Saudi Arabia. The orderly development of these reserves is vital to Alberta's future economic prosperity, and key to a stable, secure supply of energy for North America in the 21st century.

The provincial government will ensure its tax and royalty structures return fair amounts to Albertans while encouraging oil sands expansion.

The government will also continue to increase its investment in research aimed at finding better, more innovative ways of extracting oil from the oil sands. For example, technology that would reduce the use of natural gas in oil sands production processes will be explored.

Another vital resource to Alberta is **natural gas**. Though abundant, Alberta's natural gas reserves are not unlimited. Albertans must find ways to improve natural gas recovery and use natural gas more efficiently and effectively.

Towards this goal, the government will actively encourage the extraction of coal bed methane – a valuable source of natural gas in coal, but one that is more difficult to extract. Natural gas in coal is an important resource that has the potential to offset declining conventional natural gas reserves – just as oil sands production is offsetting the decline in production of Alberta's conventional oil reserves.

The Alberta government will consider further investments in research to turn carbon dioxide into a marketable product. Development of new technologies and the construction of a carbon dioxide pipeline could mean that carbon dioxide becomes a valuable resource in the extraction of conventional oil or natural gas in coal (coal bed methane). Such uses would also reduce greenhouse gas emissions from Alberta's oil sands.

The government will focus its efforts to ensure the northern natural gas pipeline can feed the demand for natural gas that is required to operate Alberta's oil sands production capacity.

Alberta is also fortunate to hold vast amounts of **high-quality coal**. The government will continue to invest in and promote research into making Alberta's already clean coal into an even more environmentally friendly source of energy.

The Alberta government will stimulate new petrochemical investment by working with industry to develop new feedstock supplies through integration with oil sands upgrading and processing.
The Alberta government will lead the way in green power. The government has been a leader in the use of green power to operate its own infrastructure – by 2005 over 90 per cent of electricity used in government-owned buildings will be from green power. Following this lead, the government will develop measures to encourage private-sector investment in green power technologies.

And finally, the government will help the **forestry and agriculture industries** to expand the value-added component of these industries and provide customers with high-quality, safe, and nutritious foods and value-added forest products. For example, through its Life Sciences Strategy, the government will continue to help build on the province's research and innovation strengths in key sectors such as agriculture, energy, environment, forestry, health, and information and communications technology.

Using Natural Resources Wisely

The heart of Alberta's economic success is its blessing of natural resources. The province's natural resources, however abundant, are not infinite. Alberta is witnessing the decline of conventional oil and gas reserves as well as significant pressure on its water supplies, especially in southern Alberta.

Over the past two decades, great accomplishments have been made to take advantage of Alberta's natural resources for the benefit of all Albertans.
Development of the oil sands has created an enormous supply of increasingly economical oil that Alberta can supply to North America and the world.
Alberta's natural forests have been harvested in a sustainable and environmentally responsible way.
The province's landscapes support increasing recreation and tourism.

But with finite resources, Albertans must make sure that these resources are always put to the best possible long-term use.

Toward this goal, the provincial government will ensure that the **province's land base** is used as effectively as possible, recognizing traditional and different possible users, for the benefit of all Albertans. The government, in consultation with Albertans, will develop a comprehensive land use policy for the province.

With finite water supplies, Alberta's economy needs a long-term approach to **water allocation**. The provincial government has developed a comprehensive water strategy. *The Water for Life: Alberta's Strategy for Sustainability* will ensure that Alberta's natural environment is preserved, with water allocated to those who will use it for its most valuable purpose over the long term.

Alberta's conventional oil and gas reservoirs have significant volumes that can be extracted using enhanced recovery techniques. To obtain the most possible from our finite resources, the provincial government will develop an enhanced recovery strategy to extend the life of these resources.

Overall, a thriving Alberta economy requires a system in which the competition for finite resources is always decided in favour of Albertans as a whole.
The provincial government's job is to make sure that competing interests are managed for the benefit of all Albertans. Such interests could be oil sands development balanced with natural gas production, tourism development, agricultural use, forestry production, or recreational use. The Alberta government will develop a comprehensive framework and policy to guide future resource allocation decisions – decisions that will be made with input from Albertans and that achieve a balance among economic, environmental and social priorities.

Opportunity 2: Leading in Learning

At the heart of self-reliance, and at the heart of any person's success, is his or her desire to learn. Whether they're in school, learning on the job, or volunteering in their communities, Albertans lead the nation in their desire to learn and improve. They have proven that learning is important to them regardless of age or circumstances. They know that knowledge is at the heart of independence. They have made it clear that, for them, learning opens doors not only to careers, but also to personal enrichment and fulfillment. And they want, for their children, the opportunity to be the best they can be, knowing that education is the best investment they can make to help their children achieve their true potential.

Government's role is to ensure an excellent learning system that meets the needs of learners, society and the economy. Participation in post-secondary education is a shared responsibility of learners, parents and the government. The learning system must support the development of the province's human capital to ensure Alberta is a leader in the knowledge-based world.

Albertans know that investment in education, and supports to ensure children's readiness to learn, is a direct investment in the province's future. For government, the goal for the basic **education system** is to give students of all ages the opportunity to excel and to achieve their full potential. Recognizing cost pressures on Alberta's schools during a time of great growth, the government created Alberta's Commission on Learning to conduct a full review of the basic K-12 school system. The Commission's recommendations are being studied carefully and acted upon where possible by government as it works to ensure that the education system is affordable and properly funded over the long term, while meeting the needs of all Alberta students.

For many people, formal education does not end with Grade 12. Alberta is among Canada's leaders when it comes to the proportion of the population that pursues lifelong learning opportunities. Government's job is to make sure that opportunities for post-secondary learning are accessible and affordable. That will mean increased investment to expand learning opportunities to create more spaces at Alberta's universities, colleges, and technical institutes. The government is also committed to supporting programs targeted at developing, recruiting, inspiring and retaining the next generation of innovators.

Education helps individuals achieve their goals. Equally important is that education helps the province prosper. The Alberta of 2025 will require well-educated, well-trained people to comprise a **skilled workforce** to keep a strong and changing economy vibrant. The provincial government has a significant role to play in making sure all Albertans are ready to fill the jobs of tomorrow. This includes knowledge workers as well as skilled trades and technical workers.

The government will also look at ways to promote full participation in the labour market. For example, the provincial government, in partnership with industry, Aboriginal communities and other jurisdictions, will develop new strategies to help Aboriginal people train for, enter, and stay in the workforce and participate fully in the economic opportunities of the province.

Making sure Alberta's workers have the skills to fill the jobs of the future is important, but it is not the whole solution. The Alberta government will take steps to attract skilled workers from outside the province, which could include a made-in-Alberta immigration policy that focuses on skilled immigrants. Government also needs to be sure that immigrants to Alberta get full recognition for the professional qualifications they bring with them so that they can make the greatest possible contribution to the province. These new strategies will help position Alberta more competitively in the global market, supplement the province's future supply of skilled workers, and ensure full participation in Alberta's communities.

Opportunity 3: Competing in a Global Marketplace

Because Alberta is a major exporter of goods and services, an important strategy for the government is to **ensure reliable export markets**. Alberta individuals and companies export their goods and services across Canada, North America and the world. Alberta's relatively small domestic market means that its future economic prosperity will rely on exports and dependable export markets.

Seamless access to the United States, Alberta's largest and most important trading partner, is essential. Alberta will work with the federal government to examine the feasibility of a customs union with the U.S. A customs union would result in common border practices, harmonization of trade policies and regulations, and an end to the use of trade remedies within North America. A customs union would strengthen Canada's overall trade relationship with the U.S. and reduce interruptions to Alberta's access to U.S. markets.

The Alberta government is also committed to maintaining and improving its relationship with the U.S. An Alberta office has been established in Washington, D.C., to ensure Alberta's interests are promoted within the U.S.

It is also important to strengthen partnerships within Canada and Alberta. The Alberta government will develop effective regional partnerships with Canadian provinces and territories to expand trade as well as within the province to build a stronger investment climate.

Protecting what Albertans achieve is vital to stimulating continued economic strength. Alberta is an important member of Confederation. Albertans are proud Canadians who believe strongly in their country. But Alberta's interests are not always taken into account by the federal government. Federal programs and policies sometimes have a negative effect on Albertans and the Alberta economy.

The provincial government will continue to work to ensure Albertans are treated fairly within Confederation. The province will work with other provinces to make sure the federal government respects provincial jurisdiction and does not take measures that would hurt Alberta's economy or Albertans' quality of life. This includes ensuring regular First Ministers' meetings with the federal government, provincial participation in international negotiations that affect provincial interests, and working toward a Triple E senate.

The government will also work to ensure that external influences don't jeopardize Alberta's ability to benefit from its invaluable natural resources, such as oil, gas and coal. The Alberta government has and will continue to protect Alberta's interests.

The Alberta government will carefully consider all measures that could be taken to ensure provincial interests are protected within Canada and abroad.

Alberta's **agriculture industry** – a cornerstone of Alberta life through the province's first century and even before that – is under pressure from various sources. Generally declining commodity prices will continue to put pressure on all sectors of the industry. Market access in the face of BSE disease has caused significant harm to Alberta's beef industry. These impacts, combined with severe weather and dry conditions, continue to threaten other sectors as well.

The Alberta government will combat the negative forces affecting the agriculture industry through a variety of measures. Specifically, the government will work to ensure access to foreign markets by strengthening relations with the U.S. and by ensuring Alberta's meat inspection processes are the best in the world. Expansion of the province's meat processing industry is important to ensure that beef products are packaged here in Alberta before being shipped to export markets.

The Alberta government will also ensure its water and land use policies allow the industry to prosper. It will continue to invest in research that is directed at improving the efficiency of agricultural operations,

and ensure that value-added products are exported at their highest development potential.

In the area of **forestry**, Alberta's forestry industry is facing external pressure due to U.S. countervailing duties. The Alberta government is committed to strengthening relations with the U.S. in order to resolve current issues and avoid future problems from arising. Again, a customs union and an Alberta presence in Washington are two areas of focus. Alberta will also support technological development to maximize the export potential and value of forestry products.

The government will also promote **tourism** development through its comprehensive land use policy and by telling Canada, North America and the world about Alberta's spectacular tourist destinations.

A leading economy requires leading public **infrastructure and transportation**. Modern infrastructure and transportation systems are essential to attract investment and skilled workers. Efficient electric transmission lines and oil and gas pipelines, well-equipped health facilities, good schools and post-secondary facilities, high quality water systems and safe and modern roads are key factors to a strong economy. The government will continue to work with local governments, economic development authorities, industry and others in the community to ensure the right infrastructure and transportation systems are available on a timely basis to support economic and demographic growth.

Over the past 10 years, spending on infrastructure and transportation has often depended on available resources. For example, in 2001-02 some capital projects were delayed as a result of an unexpected decline in revenue.

In 2003, the Alberta government took steps to protect program and capital spending plans from revenue volatility through the establishment of the Capital Account, the Sustainability Fund and three-year capital plans. The government will continue to place a priority on planned, stable capital expenditures through the use of these mechanisms. Part of this includes making funds available for timely maintenance and preservation of our capital assets, which may include taking advantage of new approaches to funding capital projects, such as public-private partnerships. Alternative financing options will only be used if they make economic sense and if they get new infrastructure and transportation on-stream efficiently and quickly.

In order to remain globally competitive, Alberta must also work towards continued improvement in its **productivity**. The removal of unnecessary legislative impediments, a competitive tax system, improvements in workplace health and safety, positive labour-management relationships and the development of new technologies will enhance the productive competitiveness of Alberta industry.

In 2003, a study by a Canadian financial institution named Alberta as the best province in Canada in which to start a small business. The Alberta government will continue to support an environment in which **small businesses** can succeed. This means keeping taxes low and eliminating unnecessary rules and regulations. Albertans – always innovative, always willing to take risks – will do the rest themselves.

Opportunity 4: Making Alberta the Best Place to Live, Work and Visit

Albertans have come to expect high-quality social programs and services, and the Alberta government remains committed to providing them.

Over the next 20 years, Albertans and their government will face some significant challenges to improving upon the high quality services Albertans expect.

For example, the real cost of providing quality health care will continue to grow. Over the past 10 years, per-capita health costs have outpaced inflation and economic growth. Albertans know that constantly pouring higher and higher amounts of money into health care does not guarantee the sustainability of the system – in fact, it threatens it.

Similarly, the cost of providing Alberta students with a quality education and support services to children and families is also rising. Finally, as the population ages, pressures on health and related services, including the cost of new drugs and technologies are expected to increase.

The nature of the challenge to improve services is two-fold: government must make sure that its revenues are sufficient to meet the costs of these programs; and government must take steps to keep these programs affordable and sustainable without sacrificing quality. Innovation will play an important role in improving services for Albertans.

Ensuring Adequate Revenue

The Alberta government has taken some steps over the last decade to make sure adequate revenues are in place to fund programs and services. We cut personal and corporate taxes, but made reductions subject to affordability and Albertan's priorities. The Sustainability Fund was created to cushion spending plans against revenue volatility, resulting in improved predictability in program funding from year to year. Most importantly, paying down the provincial debt has freed up funds for programs and services - funds that would otherwise have gone to debt-servicing costs.

But the potential for a decline in natural resource royalty revenues means that the Alberta government must take additional steps to ensure revenues are adequate to meet Albertans' expectations. The Alberta government will continue to monitor our tax regime and set out fiscal policies with this in mind.

In July 2004, the Alberta government declared victory in becoming the only province in Canada to be free of its accumulated debt. The government set aside $3.7 billion to pay off the remainder of the province's accumulated debt. Albertans were asked for their views on how best to use future surplus dollars. Albertans told the government that they wanted surplus dollars directed towards strategic investments in priority areas. The government will act on these priorities.

Improving Services for Tomorrow's Albertans

To ensure Albertans can continue to enjoy the level of services that are currently provided and enhance services in other areas, innovative ways of funding and delivering programs, and reducing costs where possible, are required.

The Alberta government has taken significant steps to improve the efficiency, effectiveness and economy of program and service delivery over the past 10 years. For example, administrative costs for health care have been significantly streamlined. Providing some publicly-funded health services in modern, private clinics rather than expensive hospital settings, and using new drugs and technologies, have improved patient service. Programs such as the "Health Link" initiative provide new ways for Albertans to access health services quickly.

The provincial government has also improved service delivery through the development of a well educated, service-oriented, innovative and motivated public service.

But even with the improvements over the past 10 years, new methods of program delivery and funding are required. Government must remain responsible for setting policy and monitoring outcomes to ensure the desired results are achieved. Programs should be delivered by those best able to deliver them effectively and efficiently whether that is government, the private sector, non-governmental organizations or a combination.

Health care is an issue on the minds of most Albertans when they contemplate the province's future.

The Alberta government will lead the country in implementing innovative ways of financing and delivering services. Working with health providers, the government is building on the recommendations in A Framework for Reform (often called the "Mazankowski Report") to promote healthy living and wellness, and make services more efficient and accessible for all Albertans.

The Alberta government will evaluate alternative ways to finance programs not covered by the *Canada Health Act*, such as long-term care, and look at cost-sharing approaches to a wide range of services.

The Mazankowski Report also emphasizes the priority Albertans must place on being healthy and taking responsibility for their own health. As well, there is an important emphasis on recognizing the impact of health research and technology on the community as an economic driver – a benefit not just a cost.

Services to Alberta's children are not only an important service to those in need; they are an investment in the human potential of the province. Getting a healthy start in life is critical to the success of Alberta's children and the realization of Alberta's vision for 2025.

The Alberta government will continue to place a priority on children's services, especially those services that are designed to enable Alberta's children to succeed at learning. Significant priority will be placed on programs that promote early childhood development and other prevention strategies to support families in promoting the optimal development of children. Overcoming barriers to success at an early age will help children achieve and help society avoid the cost of lost potential. Community partnerships provide leadership in helping young Albertans succeed.

Helping those in need is essential to Alberta's success. More importantly, Albertans want to be sure that fair and compassionate programs are available for those who need some support. The government will continue to support its seniors through income and other supports that allow seniors to remain independent and enable seniors to continue to contribute to their communities.

Barriers to the province's economic and community life can result in limited opportunity and contribute to poor health status. Children from low-income families may not enter school ready to learn. Aboriginal children and communities may require support to ensure the gap is closed between the socio-economic status of Aboriginal and non-Aboriginal Albertans. Children from new Canadian families may face literacy challenges in the home as well as a lack of training in English as a second language. Persons with disabilities and seniors may face financial challenges, access to affordable housing or lack the necessary supports for independence.

The Alberta government will encourage initiatives that assist families and support children to realize their potential, enhance the participation of Aboriginal people in the Alberta economy, and ensure that seniors and Albertans with disabilities enjoy adequate incomes and the supports necessary for independence.

The government will also ensure that quality public **infrastructure and transportation**, such as high quality health facilities, contemporary and well-equipped educational institutes, good schools, and safe and modern roads are efficiently and affordably built and maintained.

Continuously Improving Quality of Life

The stimulation of Alberta's economic growth will enable the province to fund essential services, which in turn helps create a high quality of life.

But quality of life is more than a growing economy and good social programs. It's also about people being able to realize their dreams, feeling safe in their homes and on their streets, knowing their natural environment is protected, and being enriched by cultural, sport and recreational opportunities in their neighbourhoods.

The Alberta government is committed to making investments that contribute to all of these forces that comprise the overall quality of life for all Albertans.

Strong municipalities are an essential part of a strong Alberta. The provincial government will continue to work toward enhancing its relationships with its local governments – ensuring that the roles and responsibilities of local governments are well defined so that these governments can continue to be

responsive to the needs of their communities and remain financially strong and viable.

Vibrant **rural communities** are also essential to the province's economy and overall quality of life. The Alberta government will implement a rural development strategy that assures dynamic rural communities where rural and urban families, individuals, organizations, businesses and governments are contributors to the growth, prosperity and quality of life of Albertans. The Alberta SuperNet provides an electronic highway to hundreds of communities, making it more viable for businesses and individuals to compete globally from rural areas. Health services and educational opportunities will be enhanced by new technologies, and sparsity and distance funding will be reviewed to ensure basic services are retained or developed appropriately. The economic opportunities of the Calgary-Edmonton corridor can be distributed more widely with appropriate infrastructure and transportation.

Safe communities are critically important to the well-being of Albertans and their children. The Alberta government will continue to invest in Alberta's communities to make them among the safest in North America. Government will focus on the continued reduction of violent crime by improving its commitment to policing, and getting tougher on those who commit violent offenses. Increased funding will be considered for community policing programs.

The government will play a leadership role in establishing a more responsive justice system by focusing on preventative strategies, expanding the availability and scope of dispute resolution options and using technology to facilitate access to justice services. The Alberta government will help build safer communities by involving the communities themselves, along with the private sector, families, and individuals. It will also continue to pressure the federal government to take tough positions against violent crimes and those who commit them.

Safety is not limited to protection from crime. Albertans need to feel safe in their homes, at work and at play. To provide this assurance, the government supports programs and initiatives for safety standards, injury prevention and safety on our streets, promoting partnerships wherever possible.

World events have highlighted a need to provide security from threats of a global nature. The Alberta government will continue to focus on preparing for, responding to and recovering from major emergencies and disasters at the provincial and local levels. The government will continue development of a world-class security and emergency preparedness framework for the province.

A **clean natural environment and a vibrant cultural mosaic** are other key components of ensuring a high quality of life.

This includes ensuring Alberta's natural areas remain unspoiled and protecting the quality of Alberta's air, lakes and rivers. The Alberta government will place a priority on Alberta's quality natural environment by developing a framework for maintaining its existing natural areas. The implementation of the government's new water strategy will provide for the continued high quality of Alberta's lakes, rivers and streams and will also address water conservation challenges.

The Alberta government will also develop short- and long-term strategies that encourage innovative, creative solutions to take effective action on climate change and ensure a balanced and sustainable approach to growth and industrial and resource development.

Alberta's vibrant artistic and cultural mosaic not only enriches the lives of all Albertans, it opens the doors to more international trade opportunities. The Alberta government is committed to enhancing the province's cultural diversity and recreational resources by developing a long-term strategy to assist communities to focus investment according to community priorities.

Albertans value their **personal and economic freedoms**. Over the past 10 years, the provincial

government has continuously reviewed its programs, policies, regulations and legislation to make sure it is not needlessly interfering in the lives of Albertans and remains dedicated to doing so. This requires a continuous commitment to review its programs and end government involvement in areas that can be better delivered by others.

Government must also ensure that it does not waste time and resources to provide services that ought to be the responsibility of individual Albertans. To that end, the Alberta government will continue to review its regulatory systems to ensure that Albertans are not over-regulated and businesses can continue to thrive. If it finds laws or rules that make no sense, it will abolish them.

CONCLUSION: BUILDING ON ALBERTANS' SELF-RELIANCE

This plan was built based on advice from Albertans. Government will continue to work with Albertans, including the private sector, communities and non-governmental organizations to refine this plan.

This plan for Alberta's future is built on a truly Albertan characteristic – a dedication to strong individuals within strong communities.

Over the past 10 years the Alberta government has worked to reduce the role, scope, and cost of government, while building the capacity of communities to achieve their own goals. In pursuing economy, efficiency and effectiveness, some public services were privatized, for example liquor retailing. Others were opened to alternative service delivery, for example, highway maintenance contracts. Individual Albertans were challenged to become independent from income support programs and communities were challenged to become more self-reliant in economic development.

Today, we know that the most aggressive pursuit to improve the economy, efficiency and effectiveness of public programs alone, is not sufficient to assure that needed services are available. Albertans must continue to seek out the best ways to use public services and natural resources.

In health, for example, Albertans have proven they're interested in improving their personal health status through better diet and more exercise. Government, working with Albertans, can help them do that while at the same time reducing pressure on the health system.

In fact, working with Albertans is essential to everything the government will do to achieve the goals laid out in this plan.

The Alberta of 2025 envisioned by the government is a province built on Albertans' values – values that shaped the province through its first century. Compassion. Respect – for the rights of each Albertan, for the province's diversity, and for the natural environment. Commitment to making the province better. Helping each other out. Accountability from government. Maximizing opportunity. A pioneering and entrepreneurial spirit, with a willingness to take risks and embrace new technologies. Strong leadership – strong leaders who will listen, make decisions and take action to protect our high quality of life. And, at the heart of all these values: freedom and self-reliance, the desire to manage their own lives – the belief that people can and should determine where their lives go and how their families are to be raised.

These values and what they have helped to build are Alberta's legacy. An Alberta of the 21st century, still steeped in these values, but shaped by the opportunities of tomorrow, is Alberta's promise.

CROSS-MINISTRY INITIATIVES AND MEDIUM-TERM STRATEGIES

Table of Contents

Cross-Ministry Initiatives and Medium-Term Strategies

Introduction 29

Cross-Ministry Initiatives
- Aboriginal Policy Initiative 30
- Alberta Children and Youth Initiative 33
- Economic Development and Innovation Initiative 37
- Health Innovation and Wellness Initiative 41
- Leading in Learning and Skilled Workforce Initiative 44

Medium-Term Strategies 47

Introduction

The cross-ministry initiatives and medium-term strategies focus on corporate priorities, often involving more than one ministry. They are part of the continuum between the 20-year strategic plan and the 3-year government business plan.

Cross-Ministry Initiatives are an integral part of the *Government of Alberta Strategic Business Plan* and corporate-wide agenda. They help the government to work toward an integrated set of corporate-wide policy priorities and results that stretch beyond the mandate of each individual ministry. By collaborating, ministries can avoid overlapping or contradictory policies and support a consistent government-wide approach to providing information and supports to address the key issues of importance to Albertans, on a priority basis.

Each cross-ministry initiative supports one or more of the four opportunities identified in Alberta's vision document and 20-year strategic plan.

The 2005-08 cross-ministry initiatives are:

- Aboriginal Policy Initiative,
- Alberta Children and Youth Initiative,
- Economic Development and Innovation Initiative,
- Health Innovation and Wellness Initiative, and
- Leading in Learning and Skilled Workforce Initiative.

The **Aboriginal Policy Initiative** (API) provides a mechanism for Alberta ministries to work together to address issues facing Aboriginal communities and people. The API is one way to address the commitments in Alberta's Aboriginal Policy Framework (APF). The APF has two long-term goals: individual and community well-being and self-reliance; and clearer federal, provincial and Aboriginal roles and responsibilities.

The **Alberta Children and Youth Initiative** (ACYI) is a collaborative partnership of government ministries working together on issues affecting children and youth. The ACYI supports the healthy development of Alberta's children and youth through the joint efforts of provincial government ministries, local authorities and boards, families and communities.

The **Economic Development and Innovation Initiative** (EDII) recognizes that sustaining the performance of Alberta's economy is not an end in itself but the means by which a province is built, where all citizens have the opportunity to contribute and share in the Alberta Advantage. To achieve this, we must create a larger, more sustainable and broadly based economy than we have today.

The **Health Innovation and Wellness Initiative** (HIWI) demonstrates government commitment to sustaining a publicly funded health care system that meets the needs of Albertans now and in the future.

The **Leading in Learning and Skilled Workforce Initiative** (LLSWI) is a collaborative partnership among government ministries, working together to ensure that an excellent learning system is available to meet the varying needs of Alberta learners of all ages.

Medium-Term Strategies also include those policy initiatives involving more than one ministry and are important in achieving the government's corporate agenda. They can take up to 10 to 15 years to complete.

Cross-Ministry Initiatives

Aboriginal Policy Initiative

The Aboriginal Policy Initiative (API) provides a mechanism for Alberta ministries to work together to address issues facing Aboriginal communities and people. The API is one way to address the commitments in Alberta's Aboriginal Policy Framework (APF). The APF has two long-term goals:

1. Individual and community well-being and self-reliance; and
2. Clearer federal, provincial and Aboriginal roles and responsibilities.

The API contributes to the following Government of Alberta Business Plan goals:

- Goal 1 - Alberta will have a diversified and prosperous economy
- Goal 2 - Albertans will be well prepared for lifelong learning and work
- Goal 4 - Alberta's children and youth will be supported in reaching their potential
- Goal 5 - Albertans will be healthy
- Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
- Goal 10 - Alberta will be a fair and safe place to work, live and raise families
- Goal 11 - The high quality of Alberta's environment will be sustained
- Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

In September 2000, Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework outlined a vision in which "...strong, sustainable Aboriginal economies support self-reliant First Nations, Metis and other Aboriginal communities and people." To achieve this vision, existing social and economic disparities between Aboriginal people and other Albertans need to be addressed. Challenges to achieving the vision and goals outlined in the APF include demographics, economic participation and jurisdictional issues:

1. **Demographics**: The Aboriginal population in Alberta is growing faster and is younger than the non-Aboriginal population. The significant migration of Aboriginal people between their communities of origin and Alberta's towns and cities poses additional challenges in providing effective services to Aboriginal people.
2. **Economic Participation**: Aboriginal communities are seeking greater participation in the growing Alberta economy. While increased economic participation would result in improved social and economic circumstances, a number of significant barriers need to be addressed. These include improving educational attainment levels, increasing community capacity and improving coordination.
3. **Jurisdictional issues**: Jurisdictional gaps, uncertainty and unclear roles and responsibilities continue to create problems in efficient delivery of services to Aboriginal people, especially across reserve boundaries. The ever-changing environment of federal, provincial and Aboriginal relations is influenced by demographic change, increasing urban migration, the increased role of First Nations and Metis Settlements in governing their own affairs, and recent federal government initiatives including National Aboriginal Roundtable processes.

API partnering ministries will work collaboratively and with non-government partners to address four priority areas in 2005-06:

- Improve the health status and well-being of Aboriginal people
- Support life-long learning opportunities for Aboriginal people and promote appreciation of Aboriginal cultures
- Improve the participation by Aboriginal people in the Alberta economy
- Clarify federal/provincial/Aboriginal roles and responsibilities

API partnering ministries also participate in other cross-ministry initiatives and facilitate Aboriginal involvement in other provincial strategies and programs. Other Alberta ministries are also involved in specific projects with Aboriginal communities/organizations, the federal government and other partners.

Aboriginal Policy Initiative

PURPOSE: To improve the well-being and self-reliance of Aboriginal people while ensuring that federal roles and responsibilities for Aboriginal peoples are respected.

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN:

This cross-ministry initiative supports Unleashing Innovation, Leading in Learning, Competing in a Global Marketplace and Making Alberta the Best Place to Live, Work and Visit.

RELATED GOVERNMENT BUSINESS PLAN GOALS:

Goal 1 - Alberta will have a diversified and prosperous economy
Goal 2 - Albertans will be well prepared for lifelong learning and work
Goal 4 - Alberta's children and youth will be supported in reaching their potential
Goal 5 - Albertans will be healthy
Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
Goal 10 - Alberta will be a fair and safe place to work, live and raise families
Goal 11 - The high quality of Alberta's environment will be sustained
Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

MINISTRY CHAMPIONS: Aboriginal Affairs and Northern Development, Justice and Children's Services

OTHER PARTNERING MINISTRIES:

Advanced Education, Health and Wellness (with the Alberta Alcohol and Drug Abuse Commission and the Alberta Mental Health Board), Education, Energy, Community Development, Infrastructure and Transportation, Human Resources and Employment, Sustainable Resource Development, Economic Development, Municipal Affairs, and Solicitor General.

OBJECTIVE: **Improve the health status and well-being of Aboriginal people.**

STRATEGIES:

- Work with regional and Aboriginal community partners to support and strengthen culturally appropriate community-based services that promote health and well-being.
- Provide leadership development and recreational programming for Aboriginal youth, including youth at risk.

TARGETS:

- Implement 55 new Aboriginal wellness initiatives that promote health and well-being in key Aboriginal issue areas such as: diabetes, HIV, tobacco prevention and reduction, and community-based health care.
- Develop a province-wide suicide prevention awareness and education campaign targeting Aboriginal youth.
- Develop and implement a Provincial Aboriginal Mental Health Framework in collaboration with Aboriginal communities, regional health authorities, provincial ministries and other stakeholders as part of the Provincial Mental Health Plan.
- Provide practical training in screening, intervention and referral to service providers in five (5) Aboriginal communities who work with women with substance-use problems in the prevention of Fetal Alcohol Spectrum Disorder (FASD).
- Provide leadership development and recreation programming for youth in 15 Aboriginal communities.

OBJECTIVE: **Support life-long learning opportunities for Aboriginal people and promote appreciation of Aboriginal cultures.**

STRATEGIES:

- Work with Aboriginal and learning stakeholders to implement the First Nation, Metis and Inuit Education Policy Framework and approved recommendations from Alberta's Commission on Learning to improve outcomes for Aboriginal learners.
- Support initiatives to promote increased appreciation of Aboriginal cultures and infusion of Aboriginal content into provincial programming.

TARGETS:

- Increase percentage of Aboriginal Albertans aged 25-34 completing high school and post-secondary programs (establish second year baseline data).
- 65 learners will progress to years two and three of Aboriginal-specific teacher preparation initiatives.
- Increase Aboriginal registration in apprenticeship programs to 900.
- Initiate the establishment of two Parent Link Centres with an Aboriginal focus.
- Complete a needs assessment for on-reserve public library service.

OBJECTIVE: **Improve the participation by Aboriginal people in the Alberta economy.**

STRATEGIES:

- Work with government, Aboriginal and private sector partners to improve employment and entrepreneurial opportunities for Aboriginal people in Alberta and close the gap between Aboriginal and non-Aboriginal employment rates.
- Work with government and Aboriginal partners to improve Aboriginal awareness of career, learning, training, employment, and entrepreneurial opportunities.
- Promote effective economic partnerships among Aboriginal groups, industry and other partners.

TARGETS:

- Make Alberta SuperNet available to all eligible First Nation sites requesting service.
- With Aboriginal communities, industry, stakeholders and the federal government, implement the Alberta Aboriginal Apprenticeship Project in two locations in southern Alberta.
- Produce second year of baseline data on off-reserve Aboriginal employment and labour force participation rates from the Aboriginal Labour Force Survey.
- Report second year of baseline data on completion and employment rates post-intervention under the First Nations Training-to-Employment Program.

OBJECTIVE: **Clarify federal/provincial/Aboriginal roles and responsibilities.**

STRATEGIES:

- Support collaborative projects to define federal/provincial/Aboriginal roles and responsibilities.

TARGETS:

- Complete development and begin implementation of the First Nations Consultation Policy and guidelines.
- Work with partners in Calgary, Edmonton and Lethbridge to develop and implement urban Aboriginal initiatives.
- Develop a framework to guide Alberta's participation in self-government discussions with First Nations and Canada.

Alberta Children and Youth Initiative

The Alberta Children and Youth Initiative (ACYI) is a collaborative partnership of government ministries working together on issues affecting children and youth. The ACYI supports the healthy development of Alberta's children and youth through the joint efforts of provincial government ministries, local authorities and boards, families and communities. The ACYI contributes to the following Government of Alberta Business Plan goals:

- Goal 2 - Albertans will be well prepared for lifelong learning and work
- Goal 4 - Alberta's children and youth will be supported in reaching their potential
- Goal 5 - Albertans will be healthy
- Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help
- Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
- Goal 10 - Alberta will be a fair and safe place to work, live and raise families

The ACYI arose from the recognition that a coordinated government-wide effort is critical for the effective and efficient support of children, youth and their families. The development of integrated provincial policies and programs enables local authorities to plan and deliver an integrated system of services to meet the needs of families in their communities.

Alberta has the youngest population of all the provinces, with children and youth making up nearly a third of the total population. Children and youth who are healthy, well cared for and educated, grow up to be active, community-minded and contributing adults.

ACYI partnering ministries and regional authorities will work collaboratively to implement initiatives that address the following four priority areas in 2005-06:

- Children and youth will be well cared for, safe, successful at learning and healthy.
- Families with children and youth with special and complex needs (developmental disabilities, physical and sensory disabilities, health conditions and/or emotional/behavioural disabilities) will benefit from integrated and coordinated assessment of needs and planning of services and supports.
- Children and youth are supported and assisted in making successful transitions in their life, from birth to adulthood.
- Ministries and regions increase their capacity to collaboratively plan and deliver services that promote the well-being of children, youth and families.

In addition to these priority areas, ACYI ministries continue to coordinate and support several other key initiatives, including Fetal Alcohol Spectrum Disorder, Children's Mental Health, Protection of Children Involved in Prostitution, Student Health Initiative and Early Childhood Development.

Alberta Children and Youth Initiative

PURPOSE: Support the healthy development of Alberta's children and youth through the joint efforts of families, provincial government ministries, local authorities and boards, and communities.

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN:
This cross-ministry initiative supports Leading in Learning, and Making Alberta the Best Place to Live, Work and Visit.

RELATED GOVERNMENT BUSINESS PLAN GOALS:
Goal 2 - Albertans will be well prepared for lifelong learning and work
Goal 4 - Alberta's children and youth will be supported in reaching their potential
Goal 5 - Albertans will be healthy
Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help
Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
Goal 10 - Alberta will be a fair and safe place to work, live and raise families

MINISTRY CHAMPIONS: Children's Services, Education, Health and Wellness

OTHER PARTNERING MINISTRIES AND AGENCIES, BOARDS AND COMMISSIONS:
Aboriginal Affairs and Northern Development, Alberta Alcohol and Drug Abuse Commission, Alberta Mental Health Board, Economic Development, Human Resources and Employment, Justice, Seniors and Community Supports, and Solicitor General.

OBJECTIVE: **Children and youth will be well cared for, safe, successful at learning and healthy.**

STRATEGIES:

- Implement initiatives that provide a range of health, social, and learning programs and services that ensure children and youth will be well cared for, safe, successful at learning and healthy, including integrated strategies for the prevention of bullying in response to Alberta Roundtable on Family Violence and Bullying, Finding Solutions Together; strategies for the prevention of sexual exploitation of children and youth; and early childhood development initiatives that support a healthy start in life and provide positive parenting skills.

TARGETS:

- Phased implementation of a bullying prevention strategy, including a public awareness and education campaign and establishment of awareness indicators, and development of tools to facilitate information sharing to support integrated interventions for impacted children and families.
- Develop and distribute provincial training resources for parents and caregivers to assist in increasing awareness of and interventions to prevent child and youth sexual exploitation and focus test in three communities to determine effectiveness.
- Implement up to an additional 16 Parent Link centres across the province to connect parents to resources, community supports and training.
- Implementation plan developed for strategies to enhance screening and referral for young children and their families to support healthy child development.
- Percentage of Alberta children demonstrating healthy social and emotional development (maintain or improve level in relation to national average).

OBJECTIVE: **Families with children and youth with special and complex needs (developmental disabilities, physical and sensory disabilities, health conditions and/or emotional/behavioural disabilities) will benefit from coordinated assessments of needs and integrated planning and delivery of services and supports.**

STRATEGIES:

- Implement strategies that enhance integrated planning and services for families with children with special and complex needs, including initiatives related to addressing speech language priorities; key actions identified in the cross-ministry Fetal Alcohol Spectrum Disorder (FASD) Strategic Plan; continued implementation of the Policy Framework for Services for Children and Youth with Special and Complex Needs and their Families, including improving coordination and access to services and supports for youth with disabilities and enhancing cross-sector system capacity to respond to the needs of children and youth with special and complex needs.

TARGETS:

- Phased implementation of priority strategies identified in the review of speech language services for children and youth.
- Establishment of baseline measures for provincial FASD activities related to prevention and awareness, assessment and diagnosis, and training and education.
- Develop a transitional planning protocol for youth with disabilities, to address transitional issues such as living arrangements, educational, and social needs and distribute to 100% of regions.
- Expand multi-disciplinary service delivery model to two additional communities to assess needs and plan for appropriate supports and services for children and youth with special and complex needs.
- 10% increase in the number of families accessing resource information through the Child Disability Resource Link line.

OBJECTIVE: **Children and youth are supported and assisted in making successful transitions in their life, from birth to adulthood.**

STRATEGIES:

- Enhance coordination amongst ministries and regional authorities to assist children and their families to move smoothly through the transitions of childhood and adolescence, including enhancing access to the family justice system through examining alternatives to traditional processes; examining and supporting creative ways to support youth, including youth in rural environments, linking with the Economic Development and Innovation Initiative and Alberta's Commission on Learning; and continuing to support Aboriginal communities in addressing the prevention of youth suicide through evaluation and ongoing implementation of the Aboriginal Youth Suicide Prevention Strategy.

TARGETS:

- Implement user-friendly procedures under the *Family Law Act* using a multi-stakeholder forum to help determine priorities for family justice initiatives.
- Establish 10 youth networks across the province to engage youth in their communities and support their future growth and success.
- Engage up to three additional Aboriginal communities to develop community action plans to address the determinants of Aboriginal youth suicide.

OBJECTIVE: **Ministries and regions increase their capacity to collaboratively plan and deliver services that promote the well-being of children, youth and families.**

STRATEGIES:

- Enhance integrated and coordinated service delivery for children and youth, by ACYI ministries partnering with regions and other stakeholders to facilitate cross-sector training in areas related to working within collaborative partnerships, including expansion of cross-sector information sharing; and examining innovative mechanisms such as the use of enhanced technology to increase capacity at the local level to plan and deliver services.

TARGETS:

- Minimum of two cross-sector opportunities provided for provincial and regional participation in learning events related to integrated service delivery.
- Video conferencing pilot sites established in key areas across the province to enhance distance planning and delivery of services for children and youth.

In recognizing the province's current strengths, anticipating changes and identifying broad strategic directions to capitalize on future opportunities, the Economic Development and Innovation Initiative (EDII) provides a framework to inform business planning activities from a broader, more integrated perspective. The EDII contributes to the following Government of Alberta Business Plan goals:

- Goal 1- Alberta will have a diversified and prosperous economy
- Goal 3 - Alberta's international competitiveness will be enhanced
- Goal 9 - Alberta will have strong and effective partnerships with local, provincial, national and international governments
- Goal 11 - The high quality of Alberta's environment will be sustained
- Goal 14 - Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

The Economic Development and Innovation Initiative also supports *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta*. It recognizes that sustaining the performance of Alberta's economy is not an end in itself but the means by which a province is built, where all citizens have the opportunity to contribute and share in the Alberta Advantage. To achieve this, we must create a larger, more sustainable and broadly-based economy than we have today. We must make a transition to a more market-focused, knowledge intensive value-added economy across all our economic sectors, whether extracting continued value from resource sectors or pursuing new value-added opportunities.

It is recognized that the attraction, development and retention of human capital is a critical component of a successful innovative economy. Strategies and targets related to human capital are identified in the Leading in Learning and Skilled Workforce Initiative, as well as in the Aboriginal Policy Initiative.

Alberta's 2005-06 Economic Development and Innovation Initiative has four objectives:

- To achieve a more sustainable, innovative and broadly-based economy built on the strengths of our natural capital;
- To enhance the value-added capacity of the natural resource sectors;
- To build vibrant and sustainable communities; and
- To ensure appropriate infrastructure and transportation to support Alberta's economic growth and innovation.

Economic Development and Innovation Initiative

PURPOSE: A future of opportunity in a province that's unmatched, through ministries working together with business, industry, communities, other governments and public institutions, employees and other stakeholders to promote economic development and innovation.

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN:
This cross-ministry initiative supports Unleashing Innovation, Competing in a Global Marketplace and Making Alberta the Best Place to Live, Work and Visit.

RELATED GOVERNMENT BUSINESS PLAN GOALS:
Goal 1- Alberta will have a diversified and prosperous economy
Goal 3 - Alberta's international competitiveness will be enhanced
Goal 9 - Alberta will have strong and effective partnerships with local, provincial, national and international governments
Goal 11 - The high quality of Alberta's environment will be sustained
Goal 14 - Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

MINISTRY CHAMPIONS: Economic Development, Innovation and Science, and Agriculture, Food and Rural Development

OTHER PARTNERING MINISTRIES:
Aboriginal Affairs and Northern Development, Education, Advanced Education, Community Development, Energy, Environment, Sustainable Resource Development, Finance, Infrastructure and Transportation, International and Intergovernmental Relations, Human Resources and Employment, and Municipal Affairs.

OBJECTIVE: **To achieve a more sustainable, innovative and broadly-based economy built on the strengths of our natural capital.**

STRATEGIES:

Implement the value-added strategy, Securing Tomorrow's Prosperity, focusing on the priority value-added sectors of energy technologies and services; value-added energy products; agri-food, building/wood products, tourism, information and communications technology, health and bio industries and environmental technologies and services. Implementation strategies include:

- Facilitate the formation of venture capital in Alberta.
- Focused support for technology commercialization and adoption in the private sector.
- Continue efforts to reduce interprovincial trade barriers.
- Work to strengthen relations with the United States, by far our largest trade and investment partner, leading eventually to the development of a customs union with the U.S.
- Expand Alberta's international markets beyond the U.S.
- Increase support of existing endowment funds, and develop a new fund to support value-added research, innovation and commercialization in the resource and environmental sectors.

TARGETS:

- Amount of venture capital under management in Alberta (under development; baseline data will be collected in 2005).
- Establishment of a joint Alberta Economic Development Authority (AEDA) and Alberta Science and Research Authority (ASRA) technology commercialization and adoption advisory committee.
- Five percent increase of machinery and equipment investment in value-added manufacturing and business services (in constant dollars).
- Development of a bilateral internal trade enhancement agreement with B.C.
- Implementation of an Alberta office in Washington, D.C., to advance Alberta's interests with key decision-makers in Washington.
- Update and focus the Alberta International Marketing Strategy on primary and secondary markets.

- Number of international visitors to Alberta from destinations other than the U.S. will increase by five percent in 2005.
- Additional funding is contributed to endowment funds in 2005-06.

OBJECTIVE: **To enhance the efficiency and value-added capacity of the natural resource sectors.**

STRATEGIES:

- Promote Alberta's position as a world energy centre.
- Implement Alberta's Agri-Food Growth Strategy.
- Develop a forest tenure renewal process.
- Support the implementation of the Alberta Energy Innovation Strategy related to focused, mission-oriented research and innovation in the areas of: oil sands extraction, upgrading and reclamation; clean carbon/coal; CO2 management; improved recovery; alternate energy; and water management.
- Implement "Water for Life: Alberta's Strategy for Sustainability."
- Develop and implement an effective land-use policy.
- Implement a stream-lined regulatory environment.

TARGETS:

- Develop and implement a Ministerial Report on value-added for the natural resource sectors.
- Develop a business case through the joint government/industry Hydrocarbon Upgrading Task Force, which can be used to attract and promote investment in upgrading and refining bitumen into higher value products.
- Funding for agri-food research, development and commercialization enhanced through government, industry and research institutions partnerships.
- Principles and new criteria for forest tenure renewal are prepared.
- Implement the EnergyINet Strategy.
- Implement monitoring and reporting of actual water use by all sectors.
- Develop a land use policy review process.
- Continued implementation of the Sustainable Resource and Environmental Management Framework.

OBJECTIVE: **To build vibrant and sustainable communities.**

STRATEGIES:

- Implement a collaborative approach to rural and regional economic development.
- Support the development of a competitive telecommunications environment in rural Alberta through the implementation of Alberta SuperNet and develop a plan to provide access to users outside rural communities.
- Facilitate the development of a viable energy from biomass industry for the benefit of rural Alberta.
- Work with municipalities to clarify provincial/municipal roles, responsibilities and resources.
- Work with municipalities to manage urban growth.

TARGETS:

- Eight significant regional economic development projects in rural Alberta benefit from cross-ministry support.
- Alberta SuperNet available to 402 rural communities and 27 urban communities in 2005.
- With the implementation of the Alberta Bio Energy Strategy, starting April 1, 2005, a further 2-3 projects to be successfully operating in the province by the end of 2005-06.
- A process for clarifying provincial/municipal roles, responsibilities and resources.
- Major one-time funding increase for municipal infrastructure that will support urban and rural communities.

OBJECTIVE: **To ensure appropriate infrastructure and transportation to support Alberta's economic growth and innovation.**

STRATEGIES:

- Invest in priority infrastructure in support of health care, education and economic development.
- Consider, where appropriate, alternative financing to support infrastructure and transportation development.
- Develop an integrated transportation system.

TARGETS:

- Approve a multi-year Capital Plan with the Budget which provides priority investment in infrastructure.
- Publish guidelines to assist ministries in considering alternative financing of infrastructure projects.
- Publish a draft of the Alberta Multi-Modal Transportation Strategy for review with key stakeholders.

Health Innovation and Wellness Initiative

The Health Innovation and Wellness Initiative (HIWI) demonstrates government commitment to sustaining a publicly funded health care system that meets the needs of Albertans now and in the future. The HIWI contributes to the following Government of Alberta Business Plan goals:

- Goal 4 - Alberta's children and youth will be supported in reaching their potential
- Goal 5 - Albertans will be healthy
- Goal 6 - Albertans will be self-reliant and independent, and those unable to provide for their basic needs will receive help
- Goal 8 - Alberta will have a financially stable, open and accountable government
- Goal 13 - The vitality and independence of Alberta's seniors will be supported

Overall, Albertans have an exceptional health care system. Great progress has been made to reduce waitlists, improve patient safety and increase access to local primary care initiatives. However, the system also faces many pressures. These include increasing rates of chronic disease, escalating costs for new drugs and technologies, a growing and aging population, rising demand for health services, and mounting cost and scarcity of health human resources. As the rates of cost growth may soon outpace the growth in provincial revenues, the situation is not sustainable.

Finding solutions for this range of challenges requires collaboration. Advancing our priorities, such as keeping Albertans healthier and reducing rates of diabetes, heart disease and injuries each year… finding affordable and timely ways for people to have access to the therapies and technologies they need… developing new ways to offer care in our communities that better meets personal preferences and improves quality of life… effectively engaging a range of health professionals in both treating patients and building their awareness healthier options… and, working upstream on the factors that influence health such as education, affordable accommodation and early childhood development… depends on commitment across government and communities.

Through this cross-ministry initiative, the provincial government is focusing its resources on policies and strategies that will address the cost drivers and result in a healthier population. Key themes for 2005-06 include:

1. **Staying healthy**: Chronic diseases such as heart disease, diabetes, cancer and chronic obstructive pulmonary disease, along with injuries, are the leading causes of death and disability in Alberta. These often highly preventable diseases and injuries result in large treatment costs, losses in productivity and quality of life. Estimates show that the annual cost of diabetes to Albertans is in the range of $262 million and that the annual cost of all injuries in Alberta is approximately $1.8 billion. The most common chronic diseases are linked by a few risk factors, such as unhealthy diet, lack of physical activity, tobacco use and substance abuse as well as other risk taking behaviours.

   The first objective is to optimize the health of Albertans by reducing chronic disease, injury and other emerging health threats through comprehensive provincial strategies.

2. **Right service in the right place**: This second objective intends to enhance the accessibility, quality and "seamlessness" of community services to better meet Albertans expectations. Enhanced community services will also influence several key determinants of health, with particular focus on the needs of seniors, Aboriginal people, individuals with mental illness or addictions, persons with disabilities and low income Albertans.

3. **Integrated policy options for health innovation**: Following up on government's commitment to health innovation, this objective gives partnering ministries the opportunity to collaboratively explore new options. Strategic approaches include implementing local primary care initiatives and appropriate infrastructure planning. An international symposium on leading health systems, to engage cross-ministry partners and others, will be held to generate new options for health system innovation.

Health Innovation and Wellness Initiative

PURPOSE: Optimize Albertans' health by implementing policies and programs that relate to the key determinants of health, reduce chronic disease and injury, and protect public health from emerging threats. Better meet Albertans' expectations for accessible and high quality health services by: streamlining and coordinating health and social supports; and improving models of care.

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN:
This cross-ministry initiative supports "Unleashing Innovation" and "Making Alberta the Best Place to Live, Work and Visit."

RELATED GOVERNMENT BUSINESS PLAN GOALS:
Goal 4 - Alberta's children and youth will be supported in reaching their potential
Goal 5 - Albertans will be healthy
Goal 6 - Albertans will be self-reliant and independent, and those unable to provide for their basic needs will receive help
Goal 8 - Alberta will have a financially stable, open and accountable government
Goal 13 - The vitality and independence of Alberta's seniors will be supported

MINISTRY CHAMPIONS: Health and Wellness, Seniors and Community Supports, Finance, Infrastructure and Transportation

OTHER PARTNERING MINISTRIES AND AGENCIES, BOARDS AND COMMISSIONS:
Human Resources and Employment, Children's Services, Aboriginal Affairs and Northern Development, Education, Alberta Alcohol and Drug Abuse Commission, Community Development and Innovation and Science.

OBJECTIVE: **Optimize Albertans' health by working collaboratively to reduce chronic disease and injury and to protect public health from emerging threats.**

STRATEGIES:

- Implement the Framework for a Healthy Alberta to reduce injury and chronic disease.
- Support implementation of the Alberta Injury Control Strategy.
- Support the development of an action plan for Alberta's Commission on Learning's recommendation #7: "Introduce a new wellness program for all students from kindergarten to grade 12."
- In support of community action, develop a provincial Alberta Drug Strategy to address harms associated with substance use in Alberta.
- Develop an overarching communicable disease emergency response plan (including smallpox plan).
- Complementing the work of the Alberta Traffic Safety Plan Deputy Ministers' Coordinating Committee, participate fully in the implementation of the Alberta Traffic Safety Plan.

TARGETS:

- Strategies will be implemented by all partner ministries and Regional Health Authorities to increase health-promoting behaviour, such as increased physical activity, improved eating practices, tobacco reduction and injury prevention, and Young Family Wellness Initiatives that support healthy child development.
- Baseline data will be established on physical activity levels in schools.
- Implement new youth detoxification and residential treatment services in Alberta.
- Implement a pilot project in Lac La Biche to increase the number of at-risk and pregnant women who are referred by physicians to addictions services.
- Exercise the Alberta Pandemic Influenza Contingency Plan by March 2006.
- Increase the percentage of vehicle occupants wearing seatbelts in Alberta from 84.9% to 85.5%.

OBJECTIVE: **Enhance accessibility, quality and "seamlessness" of community services to better meet the expectations of Albertans, and influence key determinants of health, with particular focus on the needs of seniors, Aboriginal people, individuals with mental illness or addictions, persons with disabilities and low-income Albertans.**

STRATEGIES:

- Building on Healthy Aging strategies, improve access and appropriate utilization of continuing care services; expand "healthy aging in place" opportunities; enhance client responsibility and choice for services; and increase availability of quality, affordable supportive living options for Albertans.
- In support of improving accessibility and quality of mental health services, partners will continue to implement priorities in the Provincial Mental Health Plan.
- Collaborate in implementing the government-approved recommendations from the Assured Income for the Severely Handicapped (AISH) review.
- Explore opportunities for improved policy, program and service coordination of health, housing and social supports for low-income Albertans, including the homeless and those with mental illness.
- Finalize a provincial strategy for addressing the needs of people with addiction and mental health issues.

TARGETS:

- Continue the shift so more Albertans over 75 years of age receive community-based continuing care services, reducing the ratio of those in institutions from 70.5 per thousand in 2003-04 to 69 per thousand in 2005-06.
- Approve policy options for establishing quality standards and monitoring requirements for the housing components of adult supportive living and long-term care and the health care service components for home care, supportive living and long-term care.
- Add 750 affordable supportive living spaces during 2005-07.
- To improve quality of care, develop and implement province-wide quality and safety training for staff working in long-term care facilities and designated assisted living in 2005-07.
- Enhance short-term acute home care, end-of-life care and short-term community mental health home care by 2006.
- Implement the approved government policy direction to provide benefits to clients eligible for AISH and the Alberta Seniors Benefit to improve access to supportive living units.
- Implement two pilot projects, in collaboration with regional health authorities and aligned with the provincial service delivery strategy, to better support Albertans whose lives are affected by addictions and mental health issues.
- Implement two pilot projects that enhance inner-city health and social supports for homeless people with the aim of improving health status and reducing pressures on acute health services.

OBJECTIVE: **Implement integrated policy options for health system innovation.**

STRATEGIES:

- Implement strategies, which effectively integrate population health and support multi-disciplinary teams, to improve primary health care service delivery.
- Continue integrating health and infrastructure planning to support strategic provincial priorities.
- Explore and implement integrated policy options for health system innovation and define the costs of potential changes to other ministries.

TARGETS:

- Implement 12 Local Primary Care Initiatives, including in non-metro and rural areas, which incorporate population health strategies in their service delivery model, and improve appropriate access to multidisciplinary teams of health professionals.
- Allocate the remaining $25 million Health Sustainability Initiative funds to facilitate the appropriate utilization and functionality of health facilities in support of health innovation priorities.
- Engage cross-ministry partners and other key stakeholders in an international symposium to learn more about the best health systems in the world.

The Leading in Learning and Skilled Workforce Initiative (LLSWI) is a collaborative partnership among government ministries, working together to ensure that an excellent learning system is available to meet the varying needs of Alberta learners of all ages. This initiative supports the four key pillars of the *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta.*

Leading in learning focuses on ensuring that Albertans have the opportunities they need to learn, adapt and develop new knowledge and skills.

Unleashing innovation focuses on Alberta becoming a world leader in innovation, research, development and commercialization of new ideas.

Competing in a global marketplace focuses on creating a business and investment environment in Alberta that is recognized around the world as an excellent place to do business.

Making Alberta the best place to live, work and visit focuses on Albertans having a superior quality of life.

In particular, the LLSWI contributes to the following Government of Alberta Business Plan goals:

- Goal 1 - Alberta will have a diversified and prosperous economy
- Goal 2 - Albertans will be well prepared for lifelong learning and work
- Goal 3 - Alberta's international competitiveness will be enhanced
- Goal 4 - Alberta's children and youth will be supported in reaching their potential
- Goal 5 - Albertans will be healthy
- Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help
- Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
- Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

Learning success is essential to sustaining Alberta's social and economic wealth whether as a health determinant, a prerequisite of responsible citizenship, or as an economic driver. As Albertans continue to engage in a technologically-driven, rapidly changing, and increasingly global world, learning success will be critical. However, Albertans will not only need to learn new knowledge and skills. They will also need to acquire the ability and motivation to learn continuously throughout life. Alberta students should learn how to learn, seek ideas and information, collaborate with others, and know how to apply what they learn. This approach to learning will serve to help all Albertans, including the aging population, keep pace with the changing demands of the knowledge economy. In short, Alberta's continued prosperity is dependent on a strong culture of lifelong learning - a culture that values learning that occurs at any stage in an individual's life, through different learning styles, in a variety of environments, and for a variety of purposes.

In 2005-06, Leading in Learning and Skilled Workforce partnering ministries will work collaboratively to implement initiatives that address four priority areas:

- Provide high quality, accessible and affordable learning opportunities to ensure that Albertans have the opportunities to learn, adapt and develop new knowledge and new skills.
- Assist Albertans to achieve their full potential and to foster a superior quality of life for Albertans.
- Ensure a sufficient supply of human capital to meet Alberta's economic growth.
- Ensure sustainability and innovation within the learning system.

Many of the Leading in Learning and Skilled Workforce strategies link with and reinforce the Economic Development and Innovation Initiative, the Health Innovation and Wellness Initiative, the Alberta Children and Youth Initiative, and the Aboriginal Policy Initiative. Leading in Learning and Skilled Workforce partnering ministries also participate in these cross-ministry initiatives in support of developing the province's human capital.

Leading in Learning and Skilled Workforce Initiative

PURPOSE: To have the best learning system in Canada where Albertans acquire and apply leading edge knowledge and skills to foster innovation, to ensure a highly skilled, knowledge workforce and to enjoy a high quality of life while being active and responsible citizens.

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN:
This cross-ministry initiative supports Unleashing Innovation, Leading in Learning, Competing in the Global Marketplace, and Making Alberta the Best Place to Live, Work and Visit.

RELATED GOVERNMENT BUSINESS PLAN GOALS:
Goal 1 - Alberta will have a diversified and prosperous economy
Goal 2 - Albertans will be well prepared for lifelong learning and work
Goal 3 - Alberta's international competitiveness will be enhanced
Goal 4 - Alberta's children and youth will be supported in reaching their potential
Goal 5 - Albertans will be healthy
Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help
Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

MINISTRY CHAMPIONS: Education, Advanced Education, Economic Development, Children's Services, Human Resources and Employment, and Aboriginal Affairs and Northern Development

OTHER PARTNERING MINISTRIES AND AGENCIES, BOARDS AND COMMISSIONS:
Infrastructure and Transportation, Health and Wellness, Innovation and Science, Justice, International and Intergovernmental Relations, Community Development, Personnel Administration Office, and the Alberta Alcohol and Drug Abuse Commission.

OBJECTIVE: **Provide high quality, accessible and affordable learning opportunities to ensure that Albertans have the opportunities to learn, adapt and develop new knowledge and new skills.**

STRATEGIES:

- Achieve continuous improvement of the basic education system through the Alberta Initiative for School Improvement.
- Work with stakeholders to implement government-approved recommendations from Alberta's Commission on Learning to improve the basic education system.
- Implement the Campus Alberta Framework, including the Quality Council to increase access to quality degree program opportunities.
- Expand Albertans' access to a broad range of quality post-secondary program opportunities, including regional access.

TARGETS:

- Public satisfaction with the overall quality of basic education (target = 70%; survey confidence interval = ±2.2%).
- Satisfaction of post-secondary graduates with the overall quality of their education (data available every second year) (target = 80%+; survey confidence interval = ±5.0%).
- Support the creation of up to 2,000 new spaces through the Access Fund over three years.
- Through the Campus Alberta Quality Council, reviews will be complete or underway for five degree program expansion proposals.

OBJECTIVE: **Assist Albertans to achieve their full potential and to foster a superior quality of life for Albertans.**

STRATEGIES:

- Encourage healthy, active lifestyle habits through daily physical activity for students and health-promoting behaviours.

- Explore the role of post-secondary education within the context of a lifelong learning framework.
- Promote career development awareness and provide planning information to youth and their parents.
- Promote opportunities for youth to experience a variety of career pathways in order to succeed in work and life.
- Ensure that student assistance programs are responsive to the changing needs of learners.
- Ensure the Heritage Scholarship Fund continues to promote high levels of learner excellence.
- Encourage broader awareness and stewardship of the environment.

TARGETS:

- Percentages of students achieving acceptable results on Grades 3 and 9 Provincial Achievement Tests (targets = Grade 3 Language Arts at 83%; Grade 3 Math at 83%; Grade 9 Language Arts at 80%; Grade 9 Math at 68%).
- High school completion rate (target = 75%).
- High school to post-secondary transition rate (target = 51%).
- Meet or exceed 2 million visitor sessions per year to the Alberta Learning Information Service (ALIS) website.

OBJECTIVE: **Ensure a sufficient supply of human capital to meet Alberta's economic growth.**

STRATEGIES:

- Develop a new labour supply strategy to support Securing Tomorrow's Prosperity, a valued-added strategy.
- Develop an international recruitment and immigration strategy.
- Begin implementation of a permanent Provincial Nominees Program.
- Begin implementation of next steps outlined in Integrating Skilled Immigrants into the Alberta Economy (2004), including working with the federal government on credential recognition pilot projects for key professions.
- Release results of the *Alberta Occupational Supply Demand Outlook for 2005-2015*.

TARGETS:

- The labour force participation rate remains the highest among all provinces of Canada.
- Percentage of participants who indicate their training helped prepare them for future employment.
- Post-secondary educational attainment of Albertans 25-64 (target = 55%; survey confidence interval = ±1.0%).
- Employment rate of post-secondary system graduates (target = 94%; survey confidence interval = ±5.0%).
- Employer satisfaction with the supply of learning system graduates (including high school graduates and post-secondary degree, diploma and certificate graduates) (data available every second year) (target = 74%; survey confidence interval = ±2.2%).

OBJECTIVE: **Ensure sustainability and innovation within the learning system.**

STRATEGIES:

- Develop a strategy to ensure investment in the post-secondary system is responsive to emerging needs.
- Enhance the level of knowledge transfer between research and innovation to private sector and communities.
- Support research and skills development in the energy, agriculture and forestry sectors, especially since they are knowledge-intensive and will become more so as value-added activities increase.

TARGETS:

- Begin implementation of a post-secondary funding review in 2005.
- Total sponsored research revenue attracted by Alberta universities (target = $606 million).

Medium-Term Strategies

Like the cross-ministry initiatives, the medium-term strategies involve multiple ministries and are important in achieving the government's 20-year strategic plan and corporate agenda. In addition, the 3-year government business plan and the medium-term strategies are aligned. Highlights of the medium-term strategies are:

UNLEASHING INNOVATION

Alberta Biodiversity Strategy

The Alberta Biodiversity Strategy will re-affirm Alberta's commitment to ensuring that biodiversity is sustained. The strategy will outline Alberta's approach to biodiversity conservation, recognizing the significant contribution that it makes to Alberta's economic and social well-being.

Rural Development Strategy

The Rural Development Strategy will provide a framework that will encourage sustained growth in rural Alberta and create opportunities to foster vibrant rural communities. This strategy aims to provide rural communities with the tools, ideas, models, and know-how to empower them and support the creation of opportunities for their communities.

Agriculture Growth Strategy

The goal of the Agriculture Growth Strategy is sustainable growth of the agriculture industry. The strategy is focused on: new and diversified product development (primary and value-added food and non-food products); enhanced market access for agriculture and food industry products; and improved agriculture and food industry business services. The target is to achieve $10 billion primary and $20 billion value-added agricultural food and non-food products by 2010.

Alberta Energy Innovation Strategy

The Alberta Energy Innovation Strategy was developed in recognition of the urgent need for an ongoing supply of affordable energy. The Government of Alberta is bringing together interested public and private sector partners from across Canada to create an integrated and collaborative network that will create value from energy resources, improve environmental performance and build a strong economy. The emphasis is on technology advancement, while managing carbon, hydrogen and nitrogen to achieve the highest value energy products and best-in-class environmental standards.

Mineral Development Strategy

Alberta's Mineral Development Strategy provides a framework for orderly, environmentally responsible mineral exploration and development in the province. Most of the strategic directions facilitate mineral exploration and development through existing structures and mechanisms.

Accelerating Innovation in Alberta

Accelerating Innovation in Alberta addresses actions needed to increase the rate of technology commercialization and adoption in Alberta. Key elements of this strategy address the need to facilitate investment in early stage business ventures, to have a competitive taxation environment, and to have a more focused approach to applied research.

LEADING IN LEARNING

Growing our Future: An Integrated Life Sciences Strategy for Alberta

The aim of the Growing our Future: An Integrated Life Sciences Strategy for Alberta is to foster excellence in life sciences research and innovation, which involves the science, technology, products and processes related to human health, agriculture, forestry and the environment. It has four key areas of concentration: research and development in areas of life science important to Alberta; moving ideas from the lab to market; increasing life sciences education; and responding to ethical and moral concerns.

Agriculture is a fundamental element to the life sciences sector in Alberta. Implementation of Alberta's Agriculture Research and Innovation Strategic Framework will create the capacity to develop a stream of products and innovations to boost growth in this sector and achieve industry targets specified in the Agriculture Growth Strategy.

Post-secondary Learning Act

The *Post-secondary Learning Act* will increase access to adult learning opportunities, including degree programs as well as apprenticeship and industry training. The *Act* lays the foundation for the Quality Assurance of Baccalaureate, Master's and Doctoral programs in Alberta as well as for a pan-Canadian system. The *Act*, when fully implemented, will enhance the Campus Alberta concept and assist in the sustainability of the post-secondary system, which provides students with predictable tuition fees; increased transferability and mobility; increased research opportunities; and the flexibility they need to pursue unique career opportunities. It will also generate returns through increased entrepreneurship, new knowledge and ideas, new products and services, healthier and better-informed citizens, a well-supported economy and a more prosperous society, making Alberta the best place to live, work and visit.

Northern Development Strategy

The Northern Development Strategy will enable government to more effectively plan, address and coordinate sustainable development across the region. This includes addressing economic diversification and adding value to our northern-based resources. Challenges include enhancing the educational attainment and skill development of northern residents, northern transportation systems and local capacity building.

Learning and Technology Policy Framework

The Learning and Technology Policy Framework will provide direction, support, and coordination for the effective use of technology to support learning delivery, knowledge and skill acquisition, learning system management, and research and innovation. The framework will ensure the interoperability of technology systems, applications, and resources through the implementation of province-wide technical standards for architecture and educational program delivery. The implementation of the framework will help expand access to quality learning opportunities, improve learning outcomes and enrich the learning experience for Alberta's globally recognized learning community.

Languages Initiative

The Languages Initiative will ensure that Albertans have the linguistic and cultural skills necessary to compete in the national and global market and work place. The goals of the Languages Initiative include creating capacity and sustainable support for implementation, the development of policies and regulations, the development of programs of study and learning and teaching resources, a comprehensive provincial assessment plan, an adequate supply of qualified second language teachers, and enhanced opportunities for language learners in post-secondary.

Strategic Approach to K-12 Curriculum

The Strategic Approach to K-12 Curriculum will help to ensure that Alberta's students achieve their full potential and are contributing members of society. The goals of the Strategic Approach are to ensure that students are able to read, write and perform basic arithmetic by the time they leave grade three; acquire proficiency in more than one language; use technology effectively to enhance their learning; make healthy choices in a safe and caring environment; and make informed choices that lead to post-secondary education options, employment opportunities and participation in Alberta's economic and community life.

COMPETING IN A GLOBAL MARKETPLACE

Alberta in a Strong Canada Initiative

The Alberta in a Strong Canada Initiative will work to enhance Alberta's role in Canada and achieve constructive and meaningful change through:

- Reshaping the institutions that protect regional interests;
- Ensuring provincial input on national decisions;
- Safeguarding provincial constitutional authority; and
- Strengthening intergovernmental collaboration.

Climate Change Strategy

As part of its Climate Change Strategy in 2002, the Government of Alberta released Albertans & Climate Change: Taking Action. This is the province's action plan to reduce greenhouse gas emissions relative to GDP by 50 per cent below 1990 levels by 2020. This strategy includes actions on seven broad fronts: government leadership; technology and innovation; carbon management; energy conservation; alternative and renewable energy; biological sinks; and adaptation.

Educating Albertans to Compete in a Global Marketplace

Alberta's International Education Strategy will provide direction to the province's education sector and a vision that recognizes Albertans' role as global citizens.

Through an International Education Action Plan, the government will work with key stakeholders to identify priority initiatives to facilitate a Campus Alberta approach to internationalization of the province's education system. This comprehensive internationalization plan will guide strategic efforts including:

- Additional opportunities for Albertans to develop international knowledge, skills and abilities;
- Enhanced marketing and delivery of quality educational products and services worldwide;
- Stronger relationships with key partner countries in education, government and industry;
- Enhanced understanding and commitment to internationalization and its role in the creation of a knowledge-based, innovative workforce.

By ensuring that Alberta's education system has a strong international dimension, Alberta students, teachers, faculty and educational administrators, and the overall economy will contribute to and benefit from a world-class learning system.

MAKING ALBERTA THE BEST PLACE TO LIVE, WORK AND VISIT

Integrated Land Management Program

The Integrated Land Management Program - A Strategy to Deliver Sustainability on Public Land will develop and implement policies, guidelines and practices that work towards minimizing industrial, commercial and recreational footprint on public land.

Alberta Security and Public Safety Strategy

The Alberta Security and Public Safety Strategy will mitigate and prevent the security risks to Alberta posed by intentional acts of violence or destruction by terrorists. The strategy focuses on the development and exercising of security protocols and procedures with full involvement of Alberta's municipal order of government, industry partners, appropriate federal agencies, and provincial government departments and boards.

Land Use Framework

A provincial Land Use Framework will be developed with a new approach to land management that allows the government to ensure that the province's land base is used as effectively as possible, recognizing traditional and different possible users, for the benefit of all Albertans.

Water for Life: Alberta's Strategy for Sustainability

Water for Life: Alberta's Strategy for Sustainability is Alberta's commitment to the wise management of water now and in the future. The strategy represents a new approach to water management and outlines specific actions to address water quantity and water quality issues. Water for Life revolves around three core areas of focus: knowledge and research; partnerships; and water conservation.

Alberta Disability Strategy

Albertans with disabilities may need a range of supports to allow them to participate as full citizens. The Alberta Disability Strategy sets out a blueprint for the development and maintenance of disability supports based on consistent and coordinated policies and programs. It is recognized that supporting persons with disabilities is a shared responsibility, which is achieved through a more inclusive and collaborative approach to disability issues, needs and services.

Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century

The Government of Alberta, through the Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century, will continue to look at how the provincial and municipal governments can best work together. Building the capacity of municipalities to provide efficient and effective services will foster financially strong municipalities that are better able to keep pace with the province's economic growth.

Work Safe Alberta Strategy

The Alberta government, through the Work Safe Alberta Strategy, will continue to work with industry, safety associations, employee organizations and government partners to develop and implement strategies and approaches which will further improve workplace health and safety. This will be an unprecedented challenge since the incidence of workplace injuries and disease in 2004 in Alberta was the lowest in over a decade. The challenge is complicated by the rapid growth of the Alberta economy and workforce.

Strategy for Prevention of Family Violence and Bullying

The Strategy for Prevention of Family Violence and Bullying will support the development of a new Provincial Response to Family Violence and Bullying through community-based services and resources for children and other family members and work toward an Alberta free from family violence.

Alberta Traffic Safety Plan

The Alberta Traffic Safety Plan, based on the four pillars of information/ awareness, education, standards and enforcement, provides a coordinated approach to address traffic safety issues and reduce collisions, injuries and fatalities.

Sustainable Resource and Environmental Management Framework

The Sustainable Resource and Environmental Management Framework will achieve outcome-based management systems, integrated sustainable resource and environmental management policies, and streamlined regulatory processes. Key elements include a government-wide vision with specified outcomes; roles and responsibilities for multiple ministries; place-based approaches; shared responsibility; flexible tools and continuous improvement. The framework will make the resource development regulatory system more effective based on the principles of one application, one approval, one regulator, one appeal, and clear, transparent accountability. It will also enhance direction setting and management with clear policy direction and standards developed across ministries and involving the public. Integrating natural resource and environment information systems will enable easy access to data and information required across government, by industry and stakeholders and by the public.

Alberta Tobacco Reduction Strategy

The Alberta Tobacco Reduction Strategy is a partnership of regional health authorities, non-government organizations, community groups and nine government ministries aimed at reducing disease, disability and death related to tobacco use in Alberta, through prevention, education, cessation and protection of Albertans from second-hand smoke.

2005-08 GOVERNMENT OF ALBERTA BUSINESS PLAN

Table of Contents

2005-08 Government of Alberta Business Plan

Introduction 55
Summary of Goals and Measures 57
Expense by Goal 60
Capital Plan 60
2005-06 Expense by Goal by Ministry 61

Unleashing Innovation 62
Goal 1 - Alberta will have a diversified and prosperous economy . 63

Leading in Learning 67
Goal 2 - Albertans will be well prepared for lifelong learning and work 68

Competing in a Global Marketplace 71
Goal 3 - Alberta's international competitiveness will be enhanced 72

Making Alberta the Best Place to Live, Work and Visit 75
Goal 4 - Alberta's children and youth will be supported in reaching their potential 76
Goal 5 - Albertans will be healthy 79
Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help . 82
Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved 84
Goal 8 - Alberta will have a financially stable, open and accountable government 86
Goal 9 - Alberta will have strong and effective partnerships with local, provincial, national and international governments . 88
Goal 10 - Alberta will be a fair and safe place to work, live and raise families 90
Goal 11 - The high quality of Alberta's environment will be sustained 94
Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas 96
Goal 13 - The vitality and independence of Alberta's seniors will be supported 98

Capital Plan 100
Goal 14 - Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life 102

Introduction

The Government of Alberta Business Plan is an ongoing three-year plan that is part of the government's commitment to be open and accountable to the people of Alberta.

The *Government Accountability Act* requires that the government annually publish a three-year consolidated fiscal plan that includes a three-year consolidated capital plan for the government and a government business plan.

THE GOALS

The 2005-08 government business plan has 14 goals that are broad statements of what the government is striving to achieve in its priority areas. The goals in the three-year business plan support the four pillars and the long-term strategies outlined in the 20-year strategic plan, *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta*. The goals are presented under the four pillars: Unleashing Innovation; Leading in Learning; Competing in a Global Marketplace; and Making Alberta the Best Place to Live, Work and Visit.

A goal in the government business plan should not be considered in isolation from the other goals. Progress towards one goal often results in progress being made towards other goals. For example, the high quality of Alberta's natural environment contributes to the overall health of Albertans, which in turn contributes to the economic and social well-being of Albertans.

The government cannot achieve the goals alone. It requires effort from all Albertans. The government works in partnership with other levels of government, communities, businesses, industry, and not-for-profit sectors towards the achievement of Alberta's goals.

Each of the government's goals provides information that helps the reader to understand how the government plans to work towards achieving the goal over the three years of the business plan. This information is presented under the following sections: What it means; Link to fiscal plan; Link to cross-ministry initiatives and medium-term strategies; Strategies; and Measures.

What it means

Each goal includes a "What it means" section that describes the goal from the government's perspective and provides context for the goal statement. This section also highlights some of the government's ongoing work that contributes to achieving the goal. It also directs readers to related goals in cases where the government's work towards achieving the goal affects progress towards other goals in the business plan.

Link to fiscal plan

The first 13 goals of the three-year business plan are linked to the government's *2005-08 Fiscal Plan* through the expense by function breakdown of the government's spending. The "Link to fiscal plan" section of each goal shows the annual provincial spending directed at achieving the goal and lists the ministries that contribute financially to achieving the goals.

While the first 13 goals are aligned with the three-year fiscal plan, Goal 14 is aligned with the government's 2005-08 Capital Plan. Goal 14, Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life, has a different perspective than the other 13 goals.

The dollars presented for Goal 14, represent the total value of capital being acquired or directly supported by the provincial government. This includes grants to local authorities for capital purposes, which are also included in Goals 1 to 13, spending on provincial government-owned capital and the value of projects being alternatively financed.

Link to cross-ministry initiatives and medium-term strategies

Where applicable, each goal contains a section that lists the cross-ministry initiatives and medium-term strategies that support achievement of the goal. Cross-ministry initiatives integrate policy priorities and results that stretch beyond the mandate of individual ministries. They are part of the continuum between the 20-year strategic plan and the 3-year government business plan. More information about the cross-ministry initiatives and medium-term strategies is presented in the third section of the *Government of Alberta Strategic Business Plan*, following the 20-year strategic plan.

Strategies

The "Strategies" section of each goal sets out the specific objectives that the government is undertaking for the three years of the business plan to address challenges and opportunities related to achieving the goal. The strategies provide information on the government's plan to achieve the goal over and above its ongoing day-to-day work. They are traceable to the business plans of the ministries that contribute to the goal as listed in the "Link to the fiscal plan."

Goal 14 contains strategies for Alberta's government-owned and supported infrastructure that are essential to the achievement of the province's other goals.

Measures

The "Measures" section of each goal includes a suite of measures to track progress towards achieving the goal. This year, for the first time, the business plan contains two groups of measures: performance measures, as reported in the past; and societal measures.

Societal measures track broad social and economic trends in the province. They provide context for assessing the current state of important aspects of the province's well-being that relate to the goal. These measures are influenced by numerous factors that are outside of government and therefore should be viewed as a measure of the province's well-being taking into account all of the influencing factors both within and outside of the province. The efforts of individual Albertans, business and industry, communities, not-for-profit groups and other levels of government also play an important role in contributing to the province's well-being and influence the results of societal measures. To show the recent trend for these provincial measures of well-being, societal measures are presented in the business plan with five years of results, but without annual targets.

Performance measures track the progress being made in priority areas related to the goal. These measures have annual targets that the government reports its performance against each year. Performance measures are presented in the business plan with the last actual results and targets for each of the three years of the plan. Taken together, the societal and performance measures help the reader to assess the current well-being of the province with respect to the goals and whether the government's strategies are effective in contributing to achievement of the goals in the short term and over time.

MINISTRY BUSINESS PLANS

Additional information that relates to the government's goals is provided to Albertans through ministries' three-year business plans that accompany the government's business plan. Each ministry indicates how its goals relate to and support the government's goals in the "Link to the Government Business Plan" section of its business plan.

SUMMARY TABLES

Following the Introduction, three summary tables are presented: Summary of Goals and Measures table is presented under the four pillars of the 20-year strategic plan; an Expense by Goal table; and an Expense by Goal by Ministry table.

Summary of Goals and Measures

Unleashing Innovation ...

GOAL ONE

Alberta will have a diversified and prosperous economy

Gross Domestic Product (GDP) - Three-year average annual growth rate of real GDP.

Distribution of Gross Domestic Product (GDP) - Three-year average of the percentage of real GDP by selected industry sectors.

Personal Disposable Income - Current dollars per capita and international rank.

Investment in Manufacturing and Service Industries - Value of new capital expenditure on construction, machinery and equipment in Alberta's manufacturing and service industries, and percentage change.

Government Support for Innovation - Percentage of Government of Alberta expense used to support innovation.

Sponsored Research at Alberta Universities - Total dollar value of sponsored research from all sources.

Leading in Learning ...

GOAL TWO

Albertans will be well prepared for lifelong learning and work

Employment Rates of Albertans Aged 25-34 by Highest Level of Education - Employment rates of high school, post-secondary diploma or certificate, and post-secondary degree graduates.

Literacy and Numeracy - Percentage of all Grade 9 students who achieve the acceptable standard on Provincial Achievement Tests.

Educational Attainment of Albertans - Percentage of Albertans aged 25-34 that completed high school, and the percentage of Albertans aged 25-64 that completed post-secondary education.

Lifelong Learning - Public satisfaction that most adult Albertans are able to access the education or training they want.

Adult Participation in Learning - Participation rate of Albertans 25+ in credit and non-credit courses.

Skill Development - Employer satisfaction with recent graduates' skills and quality of work (includes high school, apprenticeship and post-secondary graduates).

Competing in a Global Marketplace ...

GOAL THREE

Alberta's international competitiveness will be enhanced

Total Goods Exports - Percentage change in international commodity exports measured in current dollars, including primary agriculture, primary forestry, fishing and trapping, mining and energy, and manufactured goods.

Labour productivity - Real GDP in dollars per hour worked and inter-provincial rank.

Value-Added Exports - International value-added exports measured in current dollars, including manufactured good and services.

Tourism Industry Revenue - Annual value of all tourism revenues in Alberta measured in current dollars, including expenditures made by residents and non-residents.

Making Alberta the Best Place to Live, Work and Visit ...

GOAL FOUR

Alberta's children and youth will be supported in reaching their potential

Well-Being of Children - Percentage of children living in families with incomes at or above the Market Basket Measure (MBM) low-income threshold (inter-provincial rank).

Social and Emotional Development - Percentage of Alberta children demonstrating healthy social and healthy emotional development.

Parenting Skills - Percentage of Alberta children aged 0-5, whose parents are interacting positively with them.

GOAL FIVE

Albertans will be healthy

Life Expectancy at Birth - Years of life for males and females.

Self-Reported Health Status - Ratings of Albertans aged 18-64 who rate their health as "excellent," "very good" or "good."

Participation in Healthy Behaviour - Percentage of Albertans who participate in healthy behaviour (exercise regularly - "active" or "moderately active"; maintain a healthy body mass index; and eating healthy – 5-10 servings of fruit and vegetables each day).

Ease of Access to Physician and Hospital Services - Percentage of Albertans who have "easy" or "very easy" access to physician services and hospital services.

Public Rating of Health System Overall - Percentage of Albertans who rate the overall health system as "excellent" or "good."

GOAL SIX

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

Economic Status of Albertans - Percentage of Albertans living at or above the Market Basket Measure (MBM) low-income threshold (inter-provincial rank).

Persons with Developmental Disabilities (PDD) Funded Services - Satisfaction, by families/guardians of persons with developmental disabilities, with PDD-funded services.

GOAL SEVEN

The well-being and self-reliance of Aboriginal communities and people will be improved

Educational Attainment of Aboriginal Albertans Aged 25-34 - High school and post-secondary completion.

Aboriginal Affairs - Public approval rating on Aboriginal issues.

GOAL EIGHT

Alberta will have a financially stable, open and accountable government

Provincial Credit Rating - Blended credit rating for domestic debt.

Accumulated Debt - less cash set aside for future debt repayment.

Tax Load - Total provincial and municipal tax load, as a percentage of the Canadian average and inter-provincial rank.

Government Financial Accountability - Percentage of Albertans who think they get enough information on the government's financial performance.

GOAL NINE

Alberta will have strong and effective partnerships with local, provincial, national and international governments

Federal-Provincial Relations - Public approval rating of the Alberta government in federal-provincial relations as a percentage of the average rating of the four nearest provinces.

Albertans' Satisfaction with their Local Governments - Percentage of Albertans satisfied with their local governments.

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

Perceived Seriousness of Crime in the Neighbourhood - Percentage of Albertans that feel crime is not a serious problem in their neighborhood.

Violent Crime Rate - Alberta's violent crime rate per 100,000 population.

Property Crime Rate - Alberta's property crime rate per 100,000 population.

Work Stoppages - Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout).

Workplace Lost-Time Claim Rate - Number of lost-time claims per 100 person-years worked.

Effectiveness of Human Rights Protection - Adult Albertans' perception of how well human rights are protected in Alberta.

GOAL ELEVEN

The high quality of Alberta's environment will be sustained

Drinking Water Safety Indicator - Evaluates performance of facilities delivering safe drinking water.

River Water Quality Index - Evaluates water quality of six major Alberta rivers at key sites.

Air Quality Index - Evaluates the quality of Alberta's air using five major pollutants.

Municipal Solid Waste to Landfills - Indicates Alberta's progress towards meeting continuous reduction of municipal solid waste placed in landfills.

GOAL TWELVE

Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

Visitor Satisfaction with Provincial Historic Sites, Museums and Interpretive Centres - Satisfaction of visitors with experiences at provincial historic sites, museums and interpretive centres.

Visitor Satisfaction with Provincial Parks and Recreation Areas - Satisfaction of visitors with experiences at provincial parks and recreation areas.

Sport and Recreation Participation - Percentage of adult Albertans participating in sport and recreational activities.

Participation in Arts and Cultural Activities - Percentage of adult Albertans participating in arts and cultural activities.

GOAL THIRTEEN

The vitality and independence of Alberta's seniors will be supported

Seniors' Average Total Income - Senior's average total income including proportions from government transfers and non-government funded sources of income.

Self-Reported Health Status - Ratings of Alberta seniors aged 65 and over who rate their health as "excellent", "very good" or "good."

Capital Plan ...

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

Physical Condition of Health Facilities - Percentage in acceptable ("fair" or "good") condition.

Physical Condition of Learning Facilities - Percentage of schools and post-secondary institutions in acceptable ("fair" or "good") condition.

Physical Condition of Government-Owned and Operated Buildings - Percentage in acceptable ("fair" or "good") condition.

Physical Condition of Provincial Highways - Percentage in acceptable ("fair" or "good") condition.

Effective Water Management Infrastructure - Percentage in acceptable ("fair" or "good") physical condition.

Expense by Goal[1]

(millions of dollars)		2003-04 Actual	2004-05 Budget	2004-05 Forecast	2005-06 Estimate	2006-07 Target	2007-08 Target
Goal 1	Alberta will have a diversified and prosperous economy[2]	2,017	1,482	2,053	1,779	1,669	1,669
Goal 2	Albertans will be well prepared for lifelong learning and work	5,854	6,333	6,391	6,754	7,125	7,263
Goal 3	Alberta's international competitiveness will be enhanced[2]	1,021	988	1,281	1,922	1,904	1,997
Goal 4	Alberta's children and youth will be supported in reaching their potential	700	741	767	799	827	851
Goal 5	Albertans will be healthy	7,646	8,400	9,047	9,510	9,842	9,944
Goal 6	Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help	1,423	1,497	1,529	1,610	1,688	1,730
Goal 7	The well-being and self-reliance of Aboriginal communities and people will be improved	35	40	36	43	81	67
Goal 8	Alberta will have a financially stable, open and accountable government	1,027	1,165	1,137	1,143	1,110	1,112
Goal 9	Alberta will have strong and effective partnerships with local, provincial, national and international governments	417	401	401	380	354	328
Goal 10	Alberta will be a fair and safe place to work, live and raise families	858	806	972	911	939	960
Goal 11	The high quality of Alberta's environment will be sustained	184	178	185	193	193	192
Goal 12	Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas	274	307	297	328	287	288
Goal 13	The vitality and independence of Alberta's seniors will be supported	295	311	343	454	456	440
Total Expense (program expense and debt servicing)		21,751	22,649	24,439	25,826	26,475	26,841

1. The allocation of expense by goal is derived from the Expense by Function table in the Fiscal Plan.
2. The outcomes of Goals 1 and 3 are complementary; therefore, spending on either goal significantly affects the outcome of the other goal. Spending is allocated to the respective goals based on the current priority of the program spending.

Capital Plan[1]

(millions of dollars)		2005-06 Estimate	2006-07 Target	2007-08 Target	Three-Year Total
Goal 14	Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life	3,166	2,982	3,071	9,219

1. Represents the total value of capital being acquired or directly supported by the provincial government. This includes grants to local authorities for capital purposes, which are also included in Goals 1 to 13, spending on provincial government-owned capital, and the value of projects being alternatively financed. It does not include capital amortization and financing costs.

2005-06 Expense by Goal by Ministry

(millions of dollars)

	Goals*													
	One	Two	Three	Four	Five	Six	Seven	Eight	Nine	Ten	Eleven	Twelve	Thirteen	Total
Legislative Assembly	-	-	-	-	-	-	-	70	-	-	-	-	-	70
Aboriginal Affairs and Northern Development	-	-	-	-	-	-	39	-	-	-	-	-	-	39
Advanced Education	-	1,658	-	-	-	-	-	-	-	-	-	-	-	1,658
Agriculture, Food and Rural Development	1,151	-	-	-	-	-	-	53	-	-	-	-	-	1,204
Children's Services	-	-	-	799	-	-	-	-	-	-	-	-	-	799
Community Development	-	-	-	-	-	-	-	-	-	6	-	241	-	247
Economic Development	47	-	33	-	-	-	-	-	-	-	-	-	-	80
Education	-	4,155	-	-	-	-	-	4	-	-	-	-	-	4,159
Energy	140	-	-	-	-	-	-	50	-	-	13	-	-	203
Environment	-	-	-	-	-	-	-	-	-	-	138	-	-	138
Executive Council	-	-	-	-	-	-	-	26	-	-	-	-	-	26
Finance	23	-	-	-	56	-	-	391	287	26	-	-	-	783
Gaming	78	-	-	-	-	-	4	-	-	-	-	87	-	169
Government Services	3	-	-	-	-	-	-	3	-	84	-	-	-	90
Health and Wellness	-	-	-	-	8,977	-	-	-	-	-	-	-	-	8,977
Human Resources and Employment	5	281	3	-	-	437	-	16	-	36	-	-	-	778
Infrastructure and Transportation	17	660	1,881	-	394	-	-	380	1	30	25	-	32	3,420
Innovation and Science	181	-	-	-	-	-	-	-	-	-	-	-	-	181
International and Intergovernmental Relations	-	-	-	-	-	-	-	-	10	-	-	-	-	10
Justice	-	-	-	-	-	58	-	-	-	256	-	-	-	314
Municipal Affairs	-	-	-	-	-	-	-	31	82	14	-	-	-	127
Restructuring and Government Efficiency	-	-	-	-	-	-	-	80	-	-	-	-	-	80
Seniors and Community Supports	-	-	-	-	83	1,100	-	39	-	-	-	-	422	1,644
Solicitor General	-	-	-	-	-	15	-	-	-	390	-	-	-	405
Sustainable Resource Development	134	-	5	-	-	-	-	-	-	69	17	-	-	225
Total Expense	**1,779**	**6,754**	**1,922**	**799**	**9,510**	**1,610**	**43**	**1,143**	**380**	**911**	**193**	**328**	**454**	25,826

* See page 60 for goal statements.

Unleashing Innovation

The focus of the **Unleashing Innovation** pillar is to become a world leader in innovation, research, development and commercialization of new ideas. This applies to both our existing strengths in energy, agriculture and forestry as well as new businesses that create wealth by commercializing new technologies, creating new products and adding value at home for export abroad.

GOAL ONE

Alberta will have a diversified and prosperous economy

What it means

Sustainable economic growth and prosperity are essential to maintaining and improving Albertans' overall quality of life. Innovation, value-added diversification and global competitiveness are key for sustaining the momentum of Alberta's economy. To help strengthen Alberta's economy and enhance its long-term economic stability, the government encourages growth of the province's value-added sectors, international exports and tourism. Alberta's exports and investment opportunities must remain competitive within the global marketplace. (See Goal 3).

The government promotes development and diversification of, and investment in the province's renewable and non-renewable natural resources including its oil, natural gas, minerals, forestry, and agricultural and food industries. Alberta's natural resources must be managed in a manner that is fair and in the public interest of Albertans. Alberta's forests, fish and wildlife, water, land and air must be sustained for the economic, recreational and social benefits of future generations (see Goal 11).

The government promotes innovation and productivity growth in the province, and the creation of higher-value jobs, goods and services. Alberta companies are encouraged to add more value to goods that are made, grown or extracted through resource upgrading, reprocessing, manufacturing, or to add knowledge to adopt or commercialize new products, services and technologies. Alberta is building its innovation capacity to capitalize on the knowledge base of industry and economic development, strengthening small and medium sized enterprises, and focusing on industry sectors with the greatest potential for value-added growth.

A skilled labour force is essential for a diversified and prosperous economy (see Goal 2). To improve Alberta's labour force, the government supports labour market analysis, labour force planning and development, as well as the removal of international and inter-provincial barriers to labour mobility.

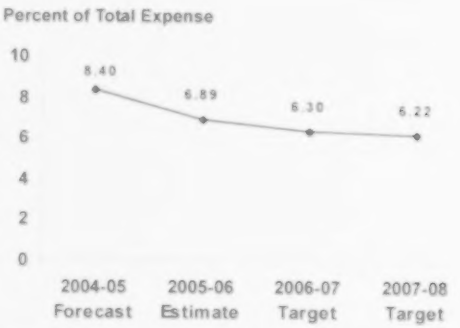
Effective registry systems promote Albertans' confidence in conducting business transactions and support existing and new businesses through registration of their corporate interests. The government works to ensure that policies related to Alberta's gaming and liquor industries achieve a balance between choice, social responsibility and economic benefit, and that the integrity of those industries is maintained. Ensuring an effective transportation network and providing support for infrastructure facilities plays an important role in sustaining Alberta's economic prosperity (see Goal 14).

Link to fiscal plan

This goal links to the parts of the Agriculture, Resource Management and Economic Development function and the Transportation, Communications and Utilities function of the government's Fiscal Plan that include spending of the following ministries: Agriculture, Food and Rural Development; Economic Development; Energy; Finance; Gaming; Government Services; Human Resources and Employment; Infrastructure and Transportation; Innovation and Science; and Sustainable Resource Development.

GOAL ONE

Alberta will have a diversified and prosperous economy



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Economic Development and Innovation Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-32; 37-40; and 44-46.
- The following medium-term strategies support achievement of this goal: Accelerating Innovation in Alberta; Agriculture Growth Strategy; Alberta Energy Innovation Strategy; Alberta Traffic Safety Plan; Climate Change Strategy; Growing our Future: An Integrated Life Sciences Strategy for Alberta; Land Use Framework; Mineral Development Strategy; Rural Development Strategy; Sustainable Resource and Environmental Management Framework; and Water for Life: Alberta's Strategy for Sustainability. See pages 47-51.
    - These medium-term strategies are, in turn, supported by sector-specific strategies: Agriculture Research and Innovation Strategic Framework; Forestry Research Strategic Plan; and Information and Communications Technology: A Strategy for Alberta.

Strategies

- Promote and develop Alberta as a global energy leader building on Alberta's strengths in oil, gas and coal exploration and development, oil sands production, energy transportation, refining and petrochemicals, research and innovative technologies, and the world class expertise and knowledge of Albertans.
- Encourage industry investment in new development and expanded production of Alberta's oil sands. Support research into reducing the use of natural gas in oil sands production, extraction, upgrading and reclamation, and encourage the development of new petrochemical feedstock supplies from oil sands upgrading and processing.
- Collaborate with stakeholders across Canada in an Energy Innovation Network, which supports six innovation programs in: oil sands upgrading; clean carbon/coal; CO2 management, improved recovery; alternate and renewable energy; and water management.
- Encourage the development of new energy sources such as natural gas in coal (coal bed methane), hydrogen, bioenergy, wind, geothermal and improved recovery from existing conventional oil and gas reserves.
- Implement consultation strategies with Aboriginal people in the resource management sector, pursuant to the Aboriginal Policy Framework.

GOAL ONE

Alberta will have a diversified and prosperous economy

- Complete mineral mapping of northern Alberta for stakeholders' use.
- Streamline and improve the energy, environmental and resource management regulatory system so that Alberta has an efficient regulatory system that enables economic growth while ensuring environmental quality.
- Develop approaches to assist government in managing its natural resources in a sustainable manner, specifically, by designing and testing a biodiversity monitoring system.
- Provide a sound framework for the planning and development of industrial and commercial access on public land through provincial policy and guidelines supported by appropriate legislative mechanisms.
- Support the ongoing development and operations of the Regional Economic Development Alliances throughout Alberta.
- Implement the Federal/Provincial Agricultural Policy Framework to help position the agriculture industry for the future.
- Promote the building of knowledge-based industries by investing in research and development, enabling technology commercialization and adoption, and the introduction of new products, processes and services into the marketplace.
- Enhance the capability and capacity of Alberta's research system in the areas of energy, environmental science, information and communications technology and life sciences.
- Support the implementation of innovative ideas and initiatives within the Government of Alberta that improve service delivery or encourage innovation in the Alberta economy through the Innovation Program.
- Enhance safety and reduce travel time through highway system measures such as the overall integration of geometrics, traffic signals, pavement markings, and other specialties such as rest areas and changeable message signs.
- Work with municipalities and other stakeholders to ensure appropriate transportation infrastructure investment to maintain efficient and integrated networks and supply chains.
- Work with local jurisdictions and stakeholders in developing provincial transportation strategies.
- Enhance Alberta's capacity to develop, attract and retain the high quality people needed to support innovation through the Alberta Heritage Foundation for Medical Research, the Alberta Ingenuity Fund and iCORE.
- Develop an international recruitment and immigration strategy, including appropriate recognition of foreign credentials.
- Promote access to employment opportunities by reducing or eliminating labour mobility barriers.

GOAL ONE

Alberta will have a diversified and prosperous economy

Measures

Societal Measures	1997-99	1998-00	1999-01	2000-02	2001-03
Gross Domestic Product (GDP)					
Three-year average annual growth rate of real GDP.	4.5%	4.2%	3.0%	3.4%	2.3%
Distribution of Gross Domestic Product (GDP)					
Three-year average of the percentage of real GDP by selected industry sectors:					
Agriculture and Forestry	3.0%	3.1%	2.9%	2.5%	2.2%
Mining and Energy	19.4%	18.5%	17.6%	16.5%	15.8%
Manufacturing	10.3%	10.4%	10.4%	10.3%	10.0%
Construction and Utilities	9.8%	10.0%	10.4%	10.6%	10.4%
Business and Commercial Services	8.8%	9.2%	9.5%	9.9%	10.3%
Other Services	48.7%	48.7%	49.2%	50.3%	51.4%
Personal Disposable Income					
Current dollars per capita (inter-provincial rank).	$20,943 (2nd highest) (1999)	$22,559 (2nd highest) (2000)	$24,658 (highest) (2001)	$25,129 (highest) (2002)	$25,654 (highest) (2003)

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Investment in Manufacturing and Service Industries					
Value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and service industries. (Percentage change).	$10.9 billion (-2.2%)	2003	$12.0 billion (6.0%)	$12.7 billion (6.0%)	$13.5 billion (6.0%)
Government Support for Innovation					
Percentage of Government of Alberta expense used to support innovation.	1.31% e	2003-04	Increasing up to 5%, as affordable, by 2015		
Sponsored Research at Alberta Universities					
Total dollar value of sponsored research from all sources.	$583 million	2003-04	$606 million	$630 million	$663 million

e Estimate

Leading in Learning

The focus of the **Leading in Learning** pillar is to ensure that our educational opportunities are second to none, our children have the chance to get a healthy start in life and opportunities exist for lifelong learning.

GOAL TWO

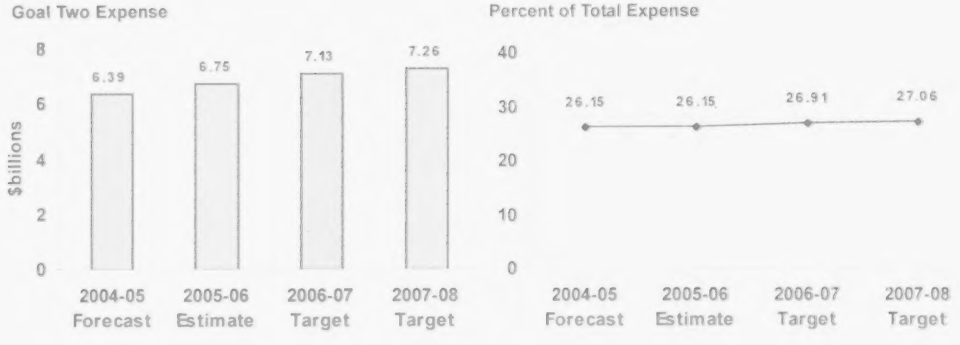
Albertans will be well prepared for lifelong learning and work

What it means

Quality basic and advanced education, lifelong learning and human resource development enables Albertans to be responsible, caring, creative, self-reliant and contributing members of society. In modern societies, knowledge, innovation, research and lifelong learning are the key drivers of economic and societal prosperity. Students in the K-12 education system develop solid foundational and citizenship skills and are encouraged to achieve their individual potential, develop healthy and active lifestyles, apply technologies, complete high school and explore a variety of career pathways to succeed in life and work in a safe and effective learning environment. The strength of Alberta's adult learning system is that it provides accessible, affordable and high quality learning opportunities in a variety of fields. The system helps Albertans build the learning, work and life skills they need to achieve their aspirations and maximize their potential. It is particularly important to ensure that the K-12 education system meets the needs of under-represented groups, and that they have access to advanced education, including apprenticeship opportunities. In support of the system, the province provides funding to build, operate and maintain schools and post-secondary institutions throughout Alberta (see Goal 14). The government provides income support to adult learners and works with industry to respond to their need for a trained and skilled workforce. Working with stakeholders is essential to building a world-class, lifelong learning community. Through the support of various programs, young people can acquire practical work experience and diverse training to prepare them for the workplace of tomorrow. Individual Albertans, including those with barriers to employment, are helped to get the skills, services, and career and labour market information they need to find and keep a job.

Link to fiscal plan

This goal links to the Education function of the government's Fiscal Plan that includes spending of the following ministries: Advanced Education; Education; Human Resources and Employment; and Infrastructure and Transportation.



GOAL TWO

Albertans will be well prepared for lifelong learning and work

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Alberta Children and Youth Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-36 and 44-46.
- The following medium-term strategies support achievement of this goal: Educating Albertans to Compete in a Global Marketplace; Languages Initiative; Learning and Technology Policy Framework; Northern Development Strategy; Post-Secondary Learning Act; Rural Development Strategy; Strategic Approach to K-12 Curriculum; and Strategy for Prevention of Family Violence and Bullying. See pages 47-51.

Strategies

- Improve success for learners by enhancing early interventions and transitions between school and home, community, work and further study.
- Work collaboratively with school authorities to improve results in schools where student achievement does not meet provincial standards over time, including increasing high school completion rates.
- Work with intergovernmental partners, such as the Northwest Territories, British Columbia and the Western and Northern Canadian Protocol, to further develop Alberta's unique cooperative arrangements and strengthen Alberta's leadership in pan-Canadian initiatives through the Council of Ministers of Education, Canada; Pan-Canadian Assessment Program, Canadian apprenticeship councils, and others.
- Encourage increased industry participation and investment in the apprenticeship and industry training system in collaboration with the Alberta Apprenticeship and Industry Training Board, employers and stakeholders.
- Introduce new legislation to promote development of and expand access to learning opportunities for all qualified Albertans.
- Develop an overall adult learning strategy to guide strategic direction and investment in the adult learning system.
- Develop strategies to increase participation in learning opportunities by Aboriginal, immigrant and other under-represented groups.
- Review affordability and improve the design and delivery of student financial assistance to continue to ensure that financial need is not a barrier to participation in advanced education opportunities.
- Provide programs and services to assist youth, immigrants, Aboriginal people, older workers, persons with disabilities and income support and employment insurance clients to develop skills to increase their labour force participation.
- Develop and publish career and labour market information products and resources that will help Albertans manage their careers and adapt to the changing labour market.
- Develop the Skills Shortages Strategy to address Alberta's skills shortages, skills deficits and workforce productivity.

GOAL TWO

Albertans will be well prepared for lifelong learning and work

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Employment Rates of Albertans Aged 25-34 by Highest Level of Education					
High school completion.	81%	2004	83%	83%	83%
Post-secondary diploma or certificate.	86%	2004	88%	88%	88%
Post-secondary degree.	84%	2004	87%	87%	87%
Literacy and Numeracy					
Percentages of all students in Grade 9 who achieve the acceptable standard on Provincial Achievement Tests:					
Language Arts	78%	2003-04	81%	81%	82%
Mathematics	66%	2003-04	69%	70%	71%
Educational Attainment of Albertans					
High school completion (Age 25-34).	90%	2004	90% or higher	90% or higher	90% or higher
Post-secondary completion (Age 25-64).	56%	2004	57%	57%	57%
Lifelong Learning					
Public satisfaction that most adult Albertans are able to access the education or training they want.	72%	2003-04	73%	73%	73%
Adult Participation in Learning					
Participation rate of Albertans 25+ in credit and non-credit courses.	28%	2003-04	30%	30%	30%
Skill Development (biennial survey)					
Employer satisfaction with recent graduates' skills and quality of work (includes high school, apprenticeship and post-secondary graduates).	89%	2003-04	90%	n/a	To be determined

n/a not applicable (biennial survey)

Competing in a Global Marketplace

The focus of the **Competing in a Global Marketplace** pillar is to create a business and investment environment that is recognized around the world as an excellent place to do business.

GOAL THREE

Alberta's international competitiveness will be enhanced

What it means

Global competitiveness is key for sustaining the momentum of the Alberta economy. The government encourages growth of the province's international exports and tourism, and promotes Alberta as an attractive trading partner and provides market intelligence and business services to internationally active Alberta companies. To maintain Alberta's competitive advantage, the government builds trade and investment relations with foreign governments, and works to remove barriers to trade and investment through domestic and international trade negotiations (see Goal 9). Alberta's international competitiveness is enhanced through activities that build innovation capacity (see Goal 1).

The government markets Alberta as an attractive destination for new or expanded investment to international companies and capital investors, with a specific emphasis on priority economic sectors, and to economic immigrants (skilled workers and business entrepreneurs). Marketing programs and products are developed to heighten awareness of Alberta as an attractive destination for tourism.

Alberta's transportation system is an integral part of the province's export-based economy, facilitating the flow of goods to local, national and international markets. Timely preservation and maintenance of the highway network will ensure efficiency and effectiveness in transporting people and goods. Alberta works with other provinces and the federal government to reduce transport-related barriers and costs for shippers, carriers and consumers, as well as to help ensure the viability of Alberta's air transport system. (See Goals 1, 9 and 14).

The government promotes continued improvements in the skills and productivity of the workforce necessary for maintaining and enhancing Alberta's competitive advantage (see Goal 2). As well, the government ensures that Alberta's laws encourage the competitiveness and productivity of Alberta's workforce.

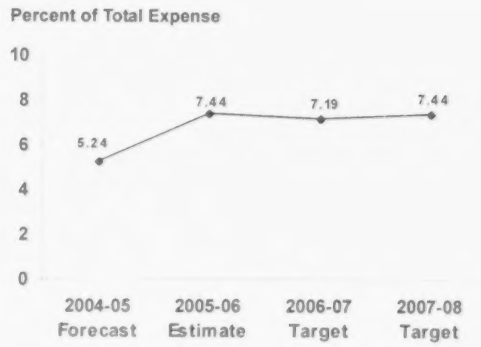
An attractive tax, fiscal and regulatory climate contributes to the province's prosperity. Taxes must also be competitive with those in other provinces and countries with which Alberta competes, in order to attract the investment, jobs and skilled workers necessary to keep our economy performing well. (See Goal 8).

Link to fiscal plan

This goal links to the parts of the Agriculture, Resource Management and Economic Development function and the Transportation, Communications and Utilities function of the government's Fiscal Plan that include spending of the following ministries: Economic Development; Human Resources and Employment; Infrastructure and Transportation; and Sustainable Resource Development.

GOAL THREE

Alberta's international competitiveness will be enhanced



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Economic Development and Innovation Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 37-40 and 44-46.
- The following medium-term strategies support achievement of this goal: Accelerating Innovation in Alberta; Climate Change Strategy; Northern Development Strategy; and Sustainable Resource and Environmental Management Framework. See pages 47-49 and 51.

Strategies

- Review Alberta's standards on food safety and dependability.
- Develop a strategy to increase Alberta's meat processing capacity within the province.
- Support the expansion of Alberta's tourism industry by marketing Alberta as a world-renowned tourist destination and by promoting tourism as an economic driver through improved tourism products, policies and regulatory environment and infrastructure in Alberta.
- Implement Alberta's International Marketing Strategy (AIMS 2005), which directs Alberta's international trade and investment initiatives based upon the priority ranking of various global markets.
- Remove or reduce barriers to national and international trade with particular reference to the softwood lumber dispute.
- Develop access routes and inter-modal trade corridors to better connect Alberta shippers to the United States and other world markets.
- Work with stakeholders and other jurisdictions to implement harmonized motor carrier regulations across Canada.
- Work with other jurisdictions across Canada to develop a national transportation strategy (highway, rail, ports) and also a national aviation strategy.

GOAL THREE

Alberta's international competitiveness will be enhanced

Measures

Societal Measures	1999	2000	2001	2002	2003
Total Goods Exports International commodity exports measured in current dollars, including primary agriculture, primary forestry, fishing and trapping, mining and energy, and manufactured goods. (Percentage change)	$34.6 billion (11.6%)	$55.3 billion (59.9%)	$56.9 billion (2.8%)	$48.7 billion (-14.4%)	$56.7 billion (16.5%)
Labour Productivity Real GDP in dollars per hour worked (inter-provincial rank).	$62.10 (highest)	$61.70 (highest)	$59.10 (highest)	$58.30 (highest)	$58.70 (highest)

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Value-Added Exports International value-added exports measured in current dollars, including manufactured goods and services.	$20.6[p] billion (-5.9%)	2003	$24.5 billion (2.9%)	$26.0 billion (6.0%)	$27.6 billion (6.0%)
Tourism Industry Revenue Annual value of all tourism revenues in Alberta measured in current dollars, including expenditures made by residents and non-residents.	$4.3 billion	2003	$5.0 billion	$5.2 billion	$5.5 billion

p Preliminary.

Making Alberta the Best Place to Live, Work and Visit

The focus of the **Making Alberta the Best Place to Live, Work and Visit** pillar is to create an environment in the province that translates into a superior quality of life for Albertans and attracts people to live and work in Alberta.

GOAL FOUR

Alberta's children and youth will be supported in reaching their potential

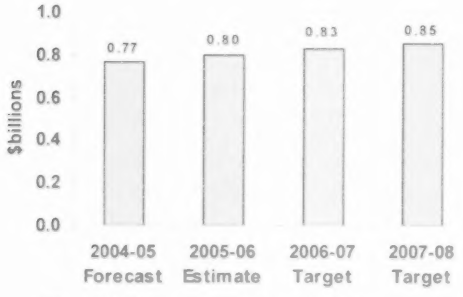
What it means

Families are the foundation to nurture the development of children and youth. Although parents have primary responsibility in raising their children, communities, organizations, schools, businesses and governments all have supporting roles to play in helping to meet the needs of Alberta's children and youth. The government supports them in reaching their potential by: working with stakeholders and delivery partners to build community resources responsive to the needs of children and youth; directing delivery of services to ensure the safety of children and youth; collaborating with the Alberta Centre for Child, Family and Community Research, community and university partners to promote and implement policy-relevant research and best practices to improve outcomes for children, families, and communities; demonstrating continuous improvements on this goal based on evidence-based decision-making and programming supported by performance measurement, evaluation and research; expanding provincial substance abuse treatment programs and youth mental health and addiction initiatives through the Alberta Drug Strategy working with Aboriginal communities to strengthen culturally appropriate supports and services for children and youth and developing and promoting strategies to improve the learning and developmental outcomes of children and youth in the care of government.

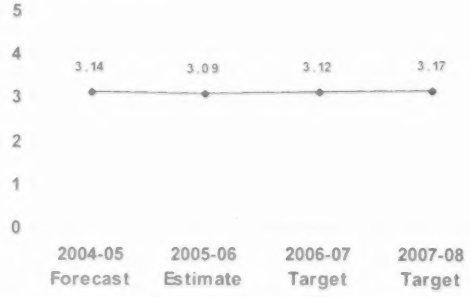
Link to fiscal plan

This goal links to the part of the Social Services function of the government's Fiscal Plan that includes the spending of the Children's Services ministry.

Goal Four Expense



Percent of Total Expense



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Alberta Children and Youth Initiative; Health Innovation and Wellness Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-36 and 41-46.
- The following medium-term strategies support achievement of this goal: Alberta Disability Strategy; Alberta Tobacco Reduction Strategy; Rural Development Strategy; and the Strategy for Prevention of Family Violence and Bullying. See pages 47 and 51-52.

Strategies

- Work towards an Alberta free from family violence through a coordinated Provincial Response to Family Violence and Bullying with strengthened culturally sensitive, community based, comprehensive services and supports for children and other family members who witness or are victims of family violence.

GOAL FOUR

Alberta's children and youth will be supported in reaching their potential

- Develop community-based supports that assist parents with the information and skills to give children the best possible start in life, and the supports to learn, grow and succeed. This includes: early child development services, early screening, childcare resources, and a range of cross-ministry services for children, youth and families.
- Implement the new *Family Support for Children with Disabilities Act* and policies to re-focus on early intervention and family supports. Better coordinate services across ministries and other partners so that families obtain consistent, sustainable supports for their children, including those with complex special needs.
- Implement the new *Child, Youth, and Family Enhancement Act* to place greater emphasis on accountability for the safety and well-being of children; permanent, nurturing homes for children; the involvement of children and families in decision-making; and partnerships in the safeguarding of children.
- Continue to implement the "youth in transition" framework across government to better address the needs of youth and help them make a successful transition to adulthood including further learning, employment, and adult supports where needed.
- Take the findings of the Alberta Response Model for children coming into contact with child intervention services and build cross-ministry and regional governance and delivery partnerships to determine how to best deliver provincial policies and programs to realize better outcomes for children and meet regional needs.
- Collaborate with other ministries and work to develop and advance strategies concerning the recognition, detection and prevention of sexual exploitation of children and youth and those at risk or involved in prostitution within Alberta and other jurisdictions.
- Develop and implement with communities and the federal government, strategies to enable First Nations to develop and deliver prevention and early intervention initiatives within their communities to assist Aboriginal children and youth to reach their potential and to build capacity to prevent and reduce the incidence of youth suicide.

GOAL FOUR

Alberta's children and youth will be supported in reaching their potential

Measures

Societal Measure	1999	2000	2001	2002	2003
Well-Being of Children					
Percentage of children living in families with incomes at or above the Market Basket Measure (MBM) low-income threshold (inter-provincial rank)	Data not available	85% (2nd)	Data not available		

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Social and Emotional Development					
Percentage of Alberta children demonstrating:					
Healthy social development	85.9%	2000-01	Maintain or improve Alberta's result relative to the national average		
Healthy emotional development	85.0%				
Parenting Skills					
Percentage of Alberta children, aged 0-5, whose parents are interacting positively with them	88.4%	2000-01	Maintain or improve Alberta's result relative to the national average		

GOAL FIVE

Albertans will be healthy

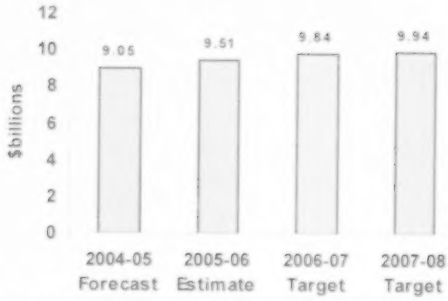
What it means

Albertans are encouraged to realize their full health potential through informed lifestyle choices. The province contributes to the health of Albertans by advocating and educating for healthy living, providing quality health and wellness services and by leading and participating in continuous improvement of the health system. Support is provided for health research and development initiatives to enhance health services and improve the health of Albertans through the Alberta Heritage Foundation for Medical Research. Traffic safety education, information, awareness and enforcement programs also provide a coordinated approach to reducing injuries and fatalities resulting from traffic collisions. Clean air and a safe, secure drinking water supply contribute to the benefits of a healthy environment for Albertans (see Goal 11). An individual's socio-economic status and other determinants also contribute to their health and well-being. The province provides operating and capital funding to the Regional Health Authorities throughout the province (see Goal 14).

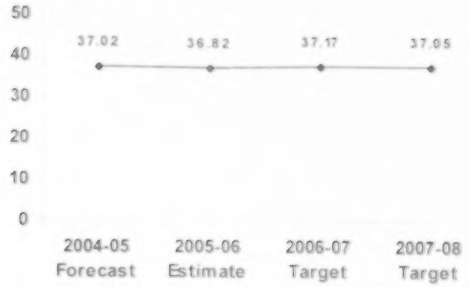
Link to fiscal plan

This goal links to the Health function of the government's Fiscal Plan that includes spending of the following ministries: Finance; Health and Wellness; Infrastructure and Transportation; and Seniors and Community Supports.

Goal Five Expense



Percent of Total Expense



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Alberta Children and Youth Initiative; Health Innovation and Wellness Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-36 and 41-46.
- The following medium-term strategies support achievement of this goal: Alberta Tobacco Reduction Strategy; Alberta Traffic Safety Plan; Water for Life: Alberta's Strategy for Sustainability; and Work Safe Alberta Strategy. See pages 50-52.

Strategies

- Provide health and lifestyle information to help people make healthy choices to reduce the risk of disease and injury (e.g., obesity, sexually transmitted infections and HIV).
- Help Albertans with chronic health conditions (e.g., cancer, diabetes) maintain optimum health through appropriately managed and coordinated care including paid and voluntary support systems and networks.
- Implement strategies to work towards eliminating substance abuse, preventing disorders such as Fetal Alcohol Spectrum Disorder and addressing the needs of the children and youth affected and their families.
- Strengthen the health system's capacity to respond to public health issues and risks.

GOAL FIVE

Albertans will be healthy

- Provide for continuing care services that allow Albertans to "age in place" in their homes and communities.
- Manage the growing cost of pharmaceuticals including expanding public coverage for Albertans with high drug costs.
- Provide leadership to key stakeholders on initiatives to recruit, retain and appropriately compensate the needed health workforce (e.g., Rural Physician Action Plan, Academic and Non-Academic Alternate Relationship Plans, physician on-call programs, Tri-lateral Master Agreement for physician services, Provincial Nominee Program).
- Promote the use of multi-disciplinary teams and enable health care practitioners to work collaboratively (e.g., Local Primary Care Initiatives, Concurrent Disorders Strategy and implementation of the *Health Professions Act*).
- Increase rural access to health care practitioners and multidisciplinary teams (e.g., Rural Physician Action Plan, Telehealth program, Local Primary Care Initiatives, Rural On-Call program, Rural Locum Program).
- Implement the next generation of Alberta's Electronic Health Record giving clinicians drug, lab and diagnostic imaging information to provide quality patient care.
- Continue to enhance and clarify the accountability relationships within the health system as public expectations evolve (e.g., Tri-lateral Master Agreement, regional health authority health plans, long-term care and surgical services contracts).
- Organize an International Symposium on Health to profile best practices and innovative examples, which will allow for informed dialogue on health innovation.

GOAL FIVE

Albertans will be healthy

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Life Expectancy at Birth					
Years of life for females	82.3	2003		83.0 years in 2005	
Years of life for males	77.5	2003		78.0 years in 2005	
Self-Reported Health Status					
Rating as "excellent," "very good" or "good" (18-64 years)	88%	2004		90% in 2005	
Participation in Healthy Behaviour (biennial survey)					
Exercise regularly-"active" or "moderately active"	56%	2003		58% in 2005	
Healthy Body Mass Index	47%	2003		50% in 2005	
Healthy eating – eat 5-10 servings of fruit and vegetables each day	39%	2003		40% in 2005	
Ease of Access to Services					
Rating as "easy" or "very easy"					
Physician Services	85%	2004		Maintain 85% in 2005	
Hospital Services	73%	2004		Maintain 73% in 2005	
Public Rating of Health System Overall					
Rating as "excellent" or "good."	65%	2004		Maintain 65% in 2005	

GOAL SIX

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

What it means

Government has a role in building an accessible and inclusive society. Communities, organizations, and governments all have roles in ensuring that Albertans unable to provide for their basic needs will receive help. People with disabilities are provided with supports and services they need to be active participants in their communities. Those unable to work to support themselves will receive financial help to meet their basic living needs.

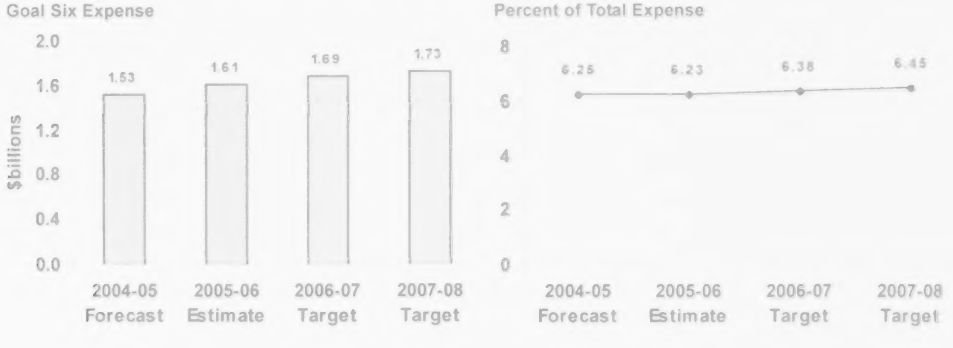
To further the self-reliance of Albertans, the government promotes human resource development and encourages Albertans to become independent from income support programs. Communities are challenged to become more self-reliant in economic development and individual Albertans can and should determine where their lives go and how their families are to be raised.

The Government of Alberta assists vulnerable adult Albertans in a number of ways. The Persons with Developmental Disabilities program provides services to persons with developmental disabilities. Albertans who are unable to manage their own financial resources or make their own personal decisions, will have someone to act on their behalf and protect their interests, including the administration of their estate. The Maintenance Enforcement Program supports vulnerable children and families by ensuring that they receive the court-ordered maintenance that they are entitled to. The government also facilitates access to a range of basic housing and support options. Protection for Persons in Care responds to complaints of alleged abuse involving adults receiving services from publicly funded agencies and facilities.

Other Alberta government programs that help Albertans meet their needs include: Alberta Child Health Benefit; Alberta Adult Health Benefit; Alberta Seniors Benefit; Alberta Works; Assured Income for the Severely Handicapped; Child Support Services; Childcare Subsidy; Alberta Family Employment Tax Credit; and health care premium subsidies.

Link to fiscal plan

This goal links to the parts of the Social Services function and the Housing function of the government's Fiscal Plan that include spending of the following ministries: Human Resources and Employment; Justice; Seniors and Community Supports; and Solicitor General.



GOAL SIX

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Alberta Children and Youth Initiative; Health Innovation and Wellness Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 33-36 and 41-46.
- The following medium-term strategies support achievement of this goal: Alberta Disability Strategy; Northern Development Strategy; and Strategy for Prevention of Family Violence and Bullying. See pages 48 and 51.

Strategies

- Conduct legislative reviews of the *Dependent Adults Act* and the *Personal Directives Act*.
- Implement approved recommendations from the Assured Income for the Severely Handicapped (AISH) review.
- Continue to expand the AISH Benefits Administration Program, that assists vulnerable people in administering their AISH benefits, until it is available throughout the province.
- Respond to the recommendations of the legislative review of the *Protection for Persons in Care Act*.
- Facilitate access to supports and services for adults with developmental disabilities to assist them in sustaining quality lives.
- Improve coordination of policy and program delivery for Albertans with disabilities.
- Support and strengthen communities' capacity to include persons with disabilities.
- Coordinate housing and related services for persons with special needs and those who are homeless to enable them to live independently.
- Continue to implement an integrated approach to income support and employment training to better help eligible low-income Albertans to meet their core living needs and, as required, help them get and keep jobs.
- Evaluate the Edmonton-based youth mental health/addictions program (Bridges Program) and work with partners to ensure that provincial supports for youth in transition are comprehensive, integrated and effective.

Measures

Societal Measure	1999	2000	2001	2002	2003
Economic Status of Albertans					
Percentage of Albertans living at or above the Market Basket Measure (MBM) low-income threshold (inter-provincial rank).	Data not available	88% (2nd highest)		Data not available	

Performance Measure	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Persons with Developmental Disabilities (PDD) Funded Services (biennial survey)					
Satisfaction, by families/ guardians of persons with developmental disabilities, with PDD-funded services.	88.7%	2002-03	n/a	91%	n/a

n/a not applicable (biennial survey)

GOAL SEVEN

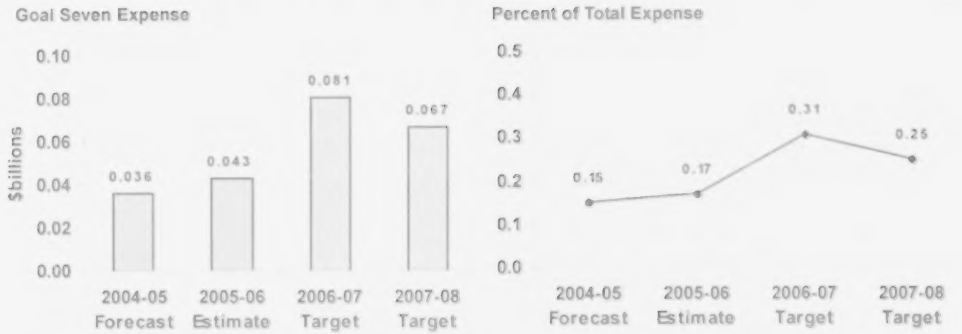
The well-being and self-reliance of Aboriginal communities and people will be improved

What it means

Section 35 of the Constitution of Canada recognizes the Aboriginal people of Canada and affirms existing Aboriginal and Treaty rights. The province has developed ongoing relations with Aboriginal governments, organizations and communities in Alberta. Through *Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework (APF)*, the province is committed to increasing the participation of Aboriginal people in the social and economic life of Alberta. Greater inclusion of Aboriginal communities and people will result in improved quality of life and contribute to the province's long-term vision of Alberta as a place where Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans. The province, through collaborative efforts with Aboriginal, other government, private sector and other partners, is striving to meet the commitments in the APF. One of the keys to improved well-being and self-reliance is educational attainment. Strategies to address Aboriginal educational attainment are included under Goal 2.

Link to fiscal plan

This goal links to the parts of the Agriculture, Resource Management and Economic Development function and the Regional Planning and Development function of the government's Fiscal Plan that include spending of the following ministries: Aboriginal Affairs and Northern Development; and Gaming.



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Alberta Children and Youth Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-36 and 44-46.
- The following medium-term strategies support achievement of this goal: Alberta Tobacco Reduction Strategy; Alberta Traffic Safety Plan; Land Use Framework; Northern Development Strategy; Rural Development Strategy; Strategy for Prevention of Family Violence and Bullying; Sustainable Resource and Environmental Management Framework; and Water for Life: Alberta's Strategy for Sustainability. See pages 47-48 and 50-52.

GOAL SEVEN

The well-being and self-reliance of Aboriginal communities and people will be improved

Strategies

- Through the Aboriginal Policy Initiative, continue to clarify federal, provincial and Aboriginal roles and responsibilities by ensuring that jurisdictional issues are addressed during the development of policies and programs.
- Clarify federal, provincial and Aboriginal roles and responsibilities by working with the federal government and First Nations to remove jurisdictional and regulatory barriers to major developments on First Nations reserves.
- Continue to strengthen Metis Settlements governance through implementation of amendments to the *Metis Settlements Act* and arrangements to promote greater self-reliance.
- Coordinate development of consultation strategies with Aboriginal people in the resource management sector, pursuant to the Aboriginal Policy Framework.

Measures

Societal Measure	1999-00	2000-01	2001-02	2002-03	2003-04
Educational Attainment of Aboriginal Albertans Aged 25-34					
High school completion		Data not available			74.9%
Post-secondary completion					41.5%

Performance Measure	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Aboriginal Affairs					
Public approval rating on Aboriginal issues compared to the average of the four nearest provinces.	10% higher than the average of the four nearest provinces	2003	Higher than the average of the four nearest provinces (British Columbia, Saskatchewan, Manitoba, Ontario)		

Note: A performance measure, "Participation in the Economy – Difference in unemployment rates of Aboriginal people and non-Aboriginal people," will be added once sufficient baseline data has been collected.

GOAL EIGHT

Alberta will have a financially stable, open and accountable government

What it means

Financial stability is essential for the government to be able to provide the programs and services that are important to Albertans now and in the future. The government will continue to balance the budget in accordance with the *Fiscal Responsibility Act*, while keeping taxes low. The province no longer has to set aside funds to repay the accumulated debt. As part of the new fiscal framework, the Alberta Sustainability Fund has been established to cushion spending plans from volatile energy revenues and the costs of emergencies and disasters. The new fiscal framework also includes a three-year capital plan, which allows funding of capital from the Capital Account and alternative financing arrangements, in addition to current year revenue (see Goal 14).

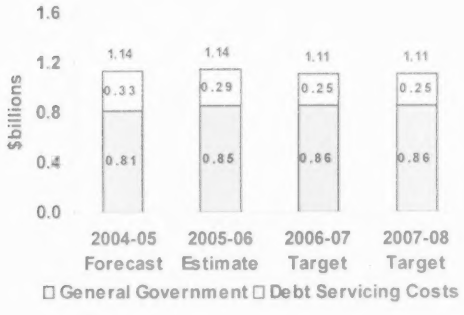
Alberta's tax system must be fair, globally competitive and promote self-reliance. Alberta is the only province without a capital tax, general payroll tax or retail sales tax. Alberta has a low, single rate income tax and the lowest tax on gasoline among the provinces.

The government promotes open, simple and responsive management of and access to government information and services for Albertans in a manner of their choice. The newly established ministry of Restructuring and Government Efficiency will lead the assessment and prioritization of opportunities to streamline, restructure and gain efficiencies for the business of government, in turn promoting efficiencies to reduce the cost of delivering programs and services to Albertans through sharing corporate administration systems. The condition of government-owned buildings is monitored to protect taxpayers' investment (see Goal 14). Through a strong public service, the government is dedicated to effective management of public policy and providing quality, affordable services for Albertans. The government's commitment to be open and accountable is legislated in the *Government Accountability Act*.

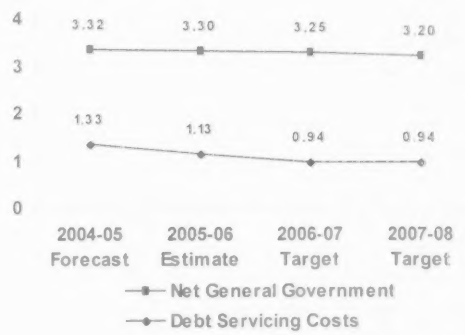
Link to fiscal plan

This goal links to the parts of the General Government function and the Debt Servicing Costs function of the government's Fiscal Plan that include spending of the Legislative Assembly and its Offices, and the following ministries: Agriculture, Food and Rural Development; Education; Energy; Executive Council; Finance; Government Services; Human Resources and Employment (with the Personnel Administration Office); Infrastructure and Transportation; Municipal Affairs; Restructuring and Government Efficiency; and Seniors and Community Supports.

Goal Eight Expense



Percent of Total Expense



GOAL EIGHT

Alberta will have a financially stable, open and accountable government

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiative supports achievement of this goal: Health Innovation and Wellness Initiative. See pages 41-43.

Strategies

- As affordable, complete implementation of the Business Tax Plan to reduce the general corporate income tax rate from 11.5% to 8%.
- Maintain a non-renewable resource royalty regime that ensures Albertans continue to receive a fair share from the development of these resources, and encourages future industry investment.
- Utilize a risk management framework to ensure risks present in the funds are those believed to lead to superior returns for the Heritage Fund and other endowment funds.
- Develop a long-term framework to ensure renewal of health care, education and infrastructure and alternative methods of funding these areas, as appropriate.
- Explore options for coordinating service delivery offices throughout the province under a common Service Alberta identifier that is recognizable to the public.
- Address emerging issues in information management, access to information and protection of privacy.

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Provincial Credit Rating Blended credit rating for domestic debt.	AAA	2003-04	AAA	AAA	AAA
Accumulated Debt* (less cash set aside for future debt repayment).	$3.7 billion	2003-04	nil	nil	nil
Tax Load** Total provincial and municipal tax load as a percentage of the Canadian average (inter-provincial rank).	76.2%*** (lowest)	2003-04	Lowest among the provinces		
Government Financial Accountability Percentage of Albertans who think they get enough information on the government's financial performance.	57%	2003-04	70%	70%	70%

* As defined by the *Fiscal Responsibility Act*, Section 1(a).
** Data may change as a result of the new framework for the Equalization Program announced by the Federal Government in October 2004.
*** Federal Department of Finance, 4th estimate for 2003-04, October 2004; Alberta Finance.

GOAL NINE

Alberta will have strong and effective partnerships with local, provincial, national and international governments

What it means

The government works to promote the province's interests: as an equal partner in a strengthened, united Canada; through strengthened international relations; and from greater trade and investment liberalization, internationally and domestically. New intergovernmental institutions such as the Council of the Federation and the Alberta-British Columbia Protocol of Cooperation, along with annual First Ministers' Meetings and the Western Premiers' Conference, will provide opportunities for Alberta to work collaboratively with other provinces to influence the national agenda (see Goal 3). Alberta's new office in Washington, D.C. will be valuable in advancing Alberta's interests by enhancing relations with U.S. federal decision makers and legislators. A conclusion to the softwood lumber dispute with the U.S. will be affected by the outcome of ongoing North America Free Trade Agreement and World Trade Organization litigation, the willingness of provinces to consider changes to their forest management practices, and U.S. responses to those changes.

Municipalities provide a broad range of services to Albertans where they live, work and participate in recreational activities. The Alberta government assists municipalities through policies and programs that encourage the development of strong and vibrant communities. Funding is provided by the provincial government to a variety of local government entities throughout the province. The province partners with municipalities to maintain open, effective and accountable and well managed local governments.

Link to fiscal plan

This goal links to the parts of the Regional Planning and Development function and the General Government function of the government's Fiscal Plan that include spending of the following ministries: Finance; Infrastructure and Transportation; International and Intergovernmental Relations; and Municipal Affairs.

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiative supports achievement of this goal: Economic Development and Innovation Initiative. See pages 37-40.
- The following medium-term strategies support achievement of this goal: Alberta in a Strong Canada Initiative; Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century. See pages 49 and 51.

Strategies

- Develop coordinated and consistent strategies that advance Alberta's interests in intergovernmental issues and processes, and ensure that Alberta's priorities are addressed at intergovernmental meetings of First Ministers, Ministers and officials (e.g., health care, child care, municipal issues, climate change, Aboriginal issues, education, social services, and follow-up to the report of the MLA Committee on Strengthening Alberta's Role in Confederation).

GOAL NINE

Alberta will have strong and effective partnerships with local, provincial, national and international governments

- Promote inter-provincial and federal-provincial solutions to improve the efficiency and effectiveness of the federation through the reduction of overlap and duplication between governments, the reform of institutions (e.g., the Senate) and the reform of federal/provincial financial arrangements.
- Refocus Alberta's U.S. strategy towards a more harmonized regulatory system (e.g., improved border practices, North American energy market).
- Coordinate Alberta's approach to deeper integration of North American trade policies (e.g., "NAFTA plus," streamlined NAFTA rules of origin, customs area).
- Coordinate Alberta's participation in World Trade Organization negotiations on issues involving provincial jurisdiction and in other regional and multilateral negotiations.
- Remove or reduce barriers to internal trade, investment and labour mobility through direct negotiation with the federal government and other provinces and territories.
- Encourage and facilitate partnerships between municipalities involving joint planning, innovation, and common opportunities including shared resourcing in the delivery of services and programs.
- Work to provide significant new provincial funding to help municipal infrastructure debt.
- Contribute to the financial sustainability of local governments by administering the Unconditional Municipal Grant Program, Municipal Sponsorship Program, and the Grants in Place of Taxes Program.
- Promote an assessment and property tax system that is accurate, predictable, transparent and timely.
- Provide an independent system that administers appeals received by the Municipal Government Board and issue timely and impartial decisions of high quality, as established in the *Municipal Government Act*.
- Maintain a mechanism for municipalities to obtain preferential debenture financing for capital expenditures.
- Encourage the federal government to reform criminal law relating to: identity theft, age of consent, conditional sentences, and Internet luring.

Measures

Societal Measure	1999-00	2000-01	2001-02	2002-03	2003-04
Federal-Provincial Relations Public approval rating of the Alberta government in federal-provincial relations as a percentage of the average rating of the four nearest provinces.		Data not available		107%	100%

Performance Measure	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Albertans' Satisfaction with their Local Governments Percentage satisfied.	78.8%	2003-04	75%	75%	75%

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

What it means

Albertans want communities in which they can live and raise families in safety and security without fear of personal or property crime, victimization or discrimination. This requires protection of human rights and personal privacy, crime prevention, services to victims of crime, effective policing, a strong and effective prosecution service, an accessible court system and facilities, cost effective and accountable correctional services, and partnerships with the judiciary, police and other stakeholders. Public safety is a key element in maintaining quality of life. Effective protection of people and property from wildfire, floods and harmful environmental effects is also an important part of this goal.

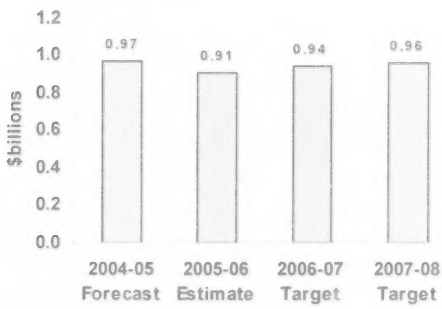
Albertans also want to be confident that they can purchase goods and services without becoming a victim of fraud or unscrupulous business practices. Effective consumer legislation, coupled with awareness and protection programs help promote confidence in a fair marketplace, while the rights of ownership in land and other valuable assets are safeguarded through secure and accurate registry systems. In addition, through the Utilities Consumer Advocate, ongoing changes in the utilities market are communicated to Albertans and their interests are represented at regulatory hearings.

Albertans expect their government to implement measures that mitigate risks to public safety. They want their communities prepared for, and able to respond to and recover from major emergencies and disasters. Traffic safety is part of a safe society and the Alberta government works to improve traffic safety through licensing and registration, education, legislative initiatives, and enforcement. Monitoring of the commercial carrier industry and dangerous goods transport and handling helps to enhance public safety. Albertans want assurance that buildings, equipment and facilities are constructed and maintained to high standards and that prevention programs and the fire service help reduce fires in our communities. Albertans also want workplaces that are healthy, fair, safe and stable for employees and employers. The Alberta government has a responsibility to ensure that professional associations are governed in the public interest and workplaces function within a positive and stable labour relations environment.

Link to fiscal plan

This goal links to the Protection of Persons and Property function of the government's Fiscal Plan that includes spending of the following ministries: Community Development; Finance; Government Services; Human Resources and Employment; Infrastructure and Transportation; Justice; Municipal Affairs; Solicitor General; and Sustainable Resource Development.

Goal Ten Expense



Percent of Total Expense

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; and Alberta Children and Youth Initiative. See pages 30-36.
- The following medium-term strategies support achievement of this goal: Alberta Security and Public Safety Strategy; Alberta Traffic Safety Plan; Strategy for the Prevention of Family Violence and Bullying; and Work Safe Alberta. See pages 50-51.

Strategies

- Develop resources and programs that increase awareness, understanding and appreciation of human rights, multiculturalism and diversity, and increase the understanding of legal decisions on the interpretation of human rights legislation.
- Consult with Albertans concerning appropriate strategies to advance human rights, diversity and multiculturalism goals, and support organizations to develop capacity to build a society that is respectful of human rights, that welcomes multiculturalism and diversity, and that is free of discrimination.
- Through Work Safe Alberta, develop new approaches and measurement tools to further improve workplace safety.
- Support Alberta's workplaces to resolve labour management disputes by providing mediation, arbitration and facilitation services.
- Continue to implement strategies to address approved recommendations from the MLA review of Policing, and the Victims of Crime Consultation Report.
- Develop plans for the establishment of a police and peace officer training college to ensure the highest standards of training for law enforcement personnel.
- Implement changes to the *Police Act* to ensure accountability and public confidence in law enforcement through citizen and government oversight.
- Improve access to justice through the use of technology, early case resolution, alternatives to the traditional justice system, and the provision of effective forums for dispute resolution.
- Improve road user behaviours and vehicle safety by enhancing monitoring of medically at-risk drivers, managing intervention programs aimed at high-risk drivers, developing an aging driver strategy and amending the *Traffic Safety Act* for additional highway safety and developing the new Alberta Traffic Safety Plan.
- Continue to implement strategies that address serious, violent and organized crime in Alberta. These strategies include an integrated response to organized crime and gangs, a cross-ministry approach to the exploitation of children via the Internet, administration of the Alberta component of the National Sex Offender Registry, cross-ministry working group on methamphetamine, and continued support for the Provincial Organized and Serious Crime Strategy.
- Provide proactive programs to assist families, communities and employers in preventing and treating substance abuse and problem gambling in the home and the workplace.

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

- Reduce the risk and potential damage caused by wildfires within the Forest Protection Area by actively incorporating FireSmart practices and principles within communities, in cooperation with community stakeholders.
- Enhance the safety system by introducing objective-based codes and harmonizing all codes and standards used in Alberta with national and international models.
- Establish a framework for delivering fire service responses that meets individual community needs.
- Enhance existing provincial government emergency management, develop provincial and local capabilities to deal with major emergencies and disasters, and establish partnerships to protect Alberta's citizens and infrastructure.
- Work in partnership with communities, private sector, families and individuals to build safer communities.
- Effectively manage the impact of droughts, floods and toxic spills in coordination with Emergency Management Alberta.
- Ensure securities regulations meet the specific needs of Alberta firms and investors.
- Undertake initiatives to secure the personal information of Albertans (e.g., public education activities, strengthened policies, fraud prevention and security training/awareness).

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

Measures

Societal Measure	2000-01	2001-02	2002-03	2003-04	2004-05
Perceived Seriousness of Crime in the Neighbourhood Percentage of Albertans that feel crime is not a serious problem in their neighbourhood	64%	65%	62%	55%	60%

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Violent Crime Rate Alberta's violent crime rate per 100,000 population	1,100 (lowest)	2003	Lowest of four western provinces		
Property Crime Rate Alberta's property crime rate per 100,000 population	5,121	2003	Lowest of four western provinces		
Work Stoppages Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout)	99.3%	2003-04	98%	98%	98%
Workplace Lost-Time Claim Rate Number of lost-time claims per 100 person-years worked	2.9	2003	2.0	2.0	2.0
Effectiveness of Human Rights Protection Adult Albertans' perception of how well human rights are protected in Alberta	84.8%	2003-04	86%	86%	86%

GOAL ELEVEN

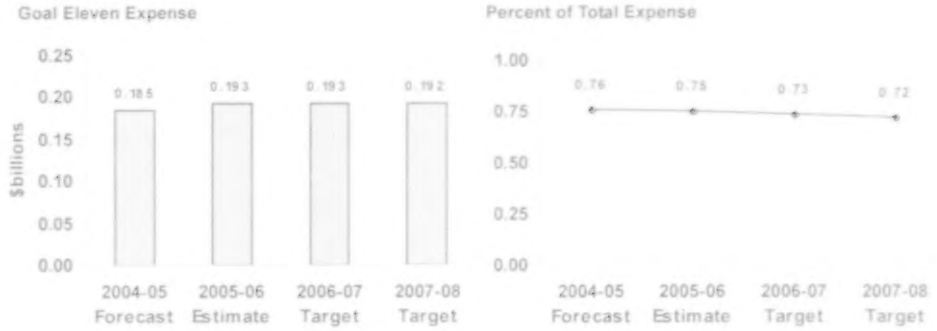
The high quality of Alberta's environment will be sustained

What it means

Albertans enjoy many benefits from their environment. Clean air, water and land are basic to our health, economy, communities and quality of life. The environment supports economic activity such as energy, industry, agriculture, forestry, tourism and recreation. Albertans expect our environment to be managed and protected as a legacy for future generations. Although all Albertans are responsible for the environment through their actions as individual citizens and industry, the government takes a leadership role in developing a comprehensive approach and fosters shared responsibility for environmental management and stewardship. As environmental challenges become more complex, the government responds with new strategies, integrated policy and improved standards, and encourages innovation and improvement of practices and outcomes.

Link to fiscal plan

This goal links to the Environment function of the government's Fiscal Plan that includes spending of the following ministries: Energy; Environment; Infrastructure and Transportation; and Sustainable Resource Development.



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; and Economic Development and Innovation Initiative. See pages 30-32 and 37-40.
- The following medium-term strategies support achievement of this goal: Alberta Biodiversity Strategy; Alberta Energy Innovation Strategy; Climate Change Strategy; Rural Development Strategy; Sustainable Resource and Environmental Management Framework; and Water for Life: Alberta's Strategy for Sustainability. See pages 47, 49 and 50-51.

Strategies

- Implement an improved Sustainable Resource and Environmental Management Framework to sustain the high quality of the environment by:
  - Sharing responsibility for the environment through co-operation and partnerships;
  - Developing government-wide integrated sustainable resource development and environmental policies;
  - Developing new regulatory and non-regulatory tools to encourage, support and reward effective environmental performance;
  - Providing reliable and accessible environmental data and information to stakeholders and the public; and
  - Streamlining regulatory processes to reduce duplication and overlap among regulators.
- Implement Alberta's water strategy, *Water For Life: Alberta's Strategy for Sustainability*, to achieve a safe, secure drinking water for Albertans and reliable water supplies for a sustainable economy.

GOAL ELEVEN

The high quality of Alberta's environment will be sustained

- Implement the strategy, Albertans and Climate Change: Taking Action to address climate change, while supporting a sustainable future and maintaining a prosperous economy.
- Develop and implement an effective government-wide land-use strategy.
- Support the design and testing of a biodiversity monitoring system.
- Implement the Municipal Waste Action Plan to increase stewardship and reduce waste going to municipal landfills throughout Alberta.

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Drinking Water Safety Indicator Evaluates performance of facilities delivering safe drinking water, and demonstrates continuous improvement of facilities in the way that they are operating the facilities and reporting on analytical results. The indicator is comprised of three separate sub-measures:					
• **Facility Design Standards Measure** is the number of facilities meeting the most recent design standards.	377	2003-04	413	425	448
• **Facility Operational Requirements Measure** is the number of incidents where regulatory requirements have not been met that could lead to water quality incidents.	20	2003-04	20	15	10
• **Water Quality Measure** is the number of water quality incidents.	31	2003-04	31	29	27
River Water Quality Index Evaluates the water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides), which are combined to provide an indication of overall water quality.	5 out of 6 river systems have "good" to "excellent" water quality	2003-04	6 out of 6 river systems have "good" to "excellent" water quality		
Air Quality Index Evaluates the quality of Alberta's air using five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter - $PM_{2.5}$. The AQI is calculated at ten continuous monitoring stations, three each in Edmonton and Calgary, and one in each of Fort McMurray, Fort Saskatchewan, Lethbridge and Red Deer.	"Good" air quality days 96% of the time	2003	"Good" air quality days 97% of the time		
Municipal Solid Waste to Landfills Indicates Alberta's progress towards meeting continuous reduction of municipal solid waste placed in landfills as measured in kilograms of waste per capita. Annual targets will be based on a 2010 goal to reduce volume of waste disposed in landfills to 500 kilograms per capita.	793 kg per capita	2003	790 kg per capita	770 kg per capita	690 kg per capita

GOAL TWELVE

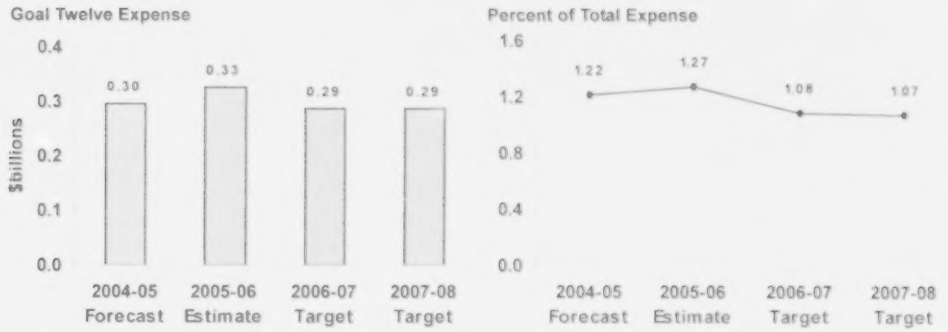
Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

What it means

Albertans' opportunities to participate in community and cultural activities and their enjoyment of the province's historical resources and parks and protected areas are essential elements of a high quality of life. The government facilitates participation in community activities through building community capacity and supporting volunteerism, community service organizations, public libraries and sport and recreation. The government also facilitates Albertans' participation in cultural activities through supporting the artistic development of individuals and enhancing public access and participation in the arts. The government assists community-based heritage initiatives and actively preserves, protects and presents Alberta's history and culture at provincial historic sites, museums, interpretive centres and archives. The government also preserves and protects a network of provincial parks and protected areas to preserve the province's natural heritage and provide opportunities for heritage appreciation, outdoor recreation and heritage tourism. Alberta lottery funds support volunteer, public and community-based initiatives.

Link to fiscal plan

This goal links to the Recreation and Culture function of the government's Fiscal Plan that includes spending of the following ministries: Community Development; and Gaming.



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-32 and 44-46.
- The following medium-term strategies support achievement of this goal: Alberta Biodiversity Strategy; Integrated Land Management Program; Northern Development Strategy; Rural Development Strategy; Strategic Approach to K-12 Curriculum; Sustainable Resource and Environmental Management Framework; and Water for Life: Alberta's Strategy for Sustainability. See pages 47-51.

Strategies

- Initiate the development of a unified and inclusive cultural policy, which encompasses Alberta's cultural, historical and natural heritage through a broadly based consultation process with Albertans.
- Engage in a public review process to ensure provincial public library policy and existing legislation reflects emerging trends in service delivery.
- Collaborate with communities to promote healthy recreational and active living activities and to encourage the preservation and public use of the natural environment and community recreation areas.

GOAL TWELVE

Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

- Further the preservation of heritage properities by assisting Alberta municipalities in the establishment of local Heritage Preservation Programs with a view to placing locally significant sites on the newly created Canadian Register of Historic Places.
- Address public interest in accessing Alberta's historical and cultural resources electronically by planning for and advancing virtural museums, electronic archives and collections listings.
- Coordinate Alberta's 2005 Centennial Program in partnership with foundations, communities, non-profit organizations, municipalities and the federal government to provide opportunities for Albertans to participate in the commemoration of the Centennial, and its celebrations and special events.
- Develop an updated parks system plan and strategic direction for the management and protection of Alberta's provincial parks and protected areas.
- Develop and implement a revitalization strategy for heritage appreciation that includes education, interpretive and marketing strategies to increase Albertans' awareness and appreciation for Alberta's provincial parks and protected areas and their contribution to Alberta's economy and quality of life.
- Identify biophysical resource inventory and management planning priorities for the 2005-08 timeframe and complete biophysical resource inventories an d managment plans for priority parks and protected areas.

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Visitor Satisfaction with Provincial Historic Sites, Museums and Interpretive Centres					
Satisfaction of visitors with experiences at provincial historic sites, museums and interpretive centres.	97.7%	2003-04	99%	99%	99%
Visitor Satisfaction with Provincial Parks and Recreation Areas					
Satisfaction of visitors with experiences at provincial parks and recreation areas.	90.4%	2003-04	91%	91%	91%
Sport and Recreation Participation					
Participation in sport and recreational activities by adult Albertans.	80.4%	2003-04	84%	84%	84%
Participation in Arts and Cultural Activities					
Participation in arts and cultural activities by adult Albertans.	85.5%	2003-04	89%	89%	89%

GOAL THIRTEEN

The vitality and independence of Alberta's seniors will be supported

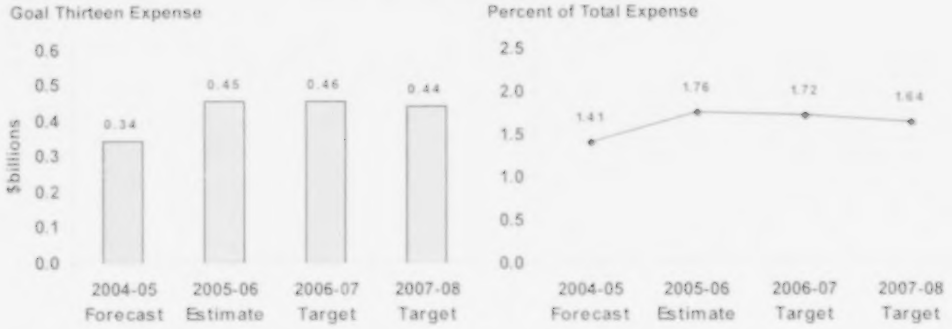
What it means

Alberta's seniors represent a diverse and growing population with a wide array of expectations, skills, lifestyles and social networks. Seniors are active contributors to their communities through work, recreation, caregiving, and volunteering. All of Alberta benefits when seniors are supported in maintaining their well-being and independence to control their own lives and make their own choices.

The Government of Alberta is investing in policies and programs that respond to seniors, particularly those most in need because of factors such as low income or disability. Quality of life and participation in society for seniors are enhanced through adequate income, healthy lifestyles, responsive health services and safe, affordable and appropriate housing. Independence and vitality will be supported through flexible options for work, retirement and volunteering; preparation for financial security; and providing financial assistance for those unable to meet their needs.

Link to fiscal plan

This goal links to the parts of the Social Services function and the Housing function of the government's Fiscal Plan that include spending of the following ministries: Infrastructure and Transportation; and Seniors and Community Supports.



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiative supports achievement of this goal: Health Innovation and Wellness Initiative. See pages 41-43.
- The following medium-term strategies support achievement of this goal: Alberta Traffic Safety Plan; Rural Development Strategy; and Strategy for Prevention of Family Violence and Bullying. See pages 47 and 51.

Strategies

- Develop approaches to encourage Albertans to make sound financial and health decisions to prepare them for self-reliance in their senior years.
- Encourage and promote volunteerism and mentoring opportunities for seniors.
- Continue to implement *Community-Based Health Services* to provide the appropriate community-based health services for seniors where and when they are needed.
- Implement enhanced financial, dental and optical, and property tax assistance programs for seniors.
- Facilitate the development of affordable supportive living options and provide supports that allow seniors to "age in place" in their homes and communities.
- Promote quality and safety in supportive living and long-term care accommodation services.

GOAL THIRTEEN

The vitality and independence of Alberta's seniors will be supported

Measures

Societal Measure	1999	2000	2001	2002	2003
Seniors' Average Total Income					
Average Total Income*	$27,706	$27,798	$29,536	Data not available	
Non-government funded sources of income**	75.3%	75.5%	76.8%		
Government transfers**	24.7%	24.5%	23.2%		

Performance Measure	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Self-Reported Health Status					
Rating of Alberta seniors as "excellent," "very good" or "good" (65 years and over)	78%	2004		80% in 2005	

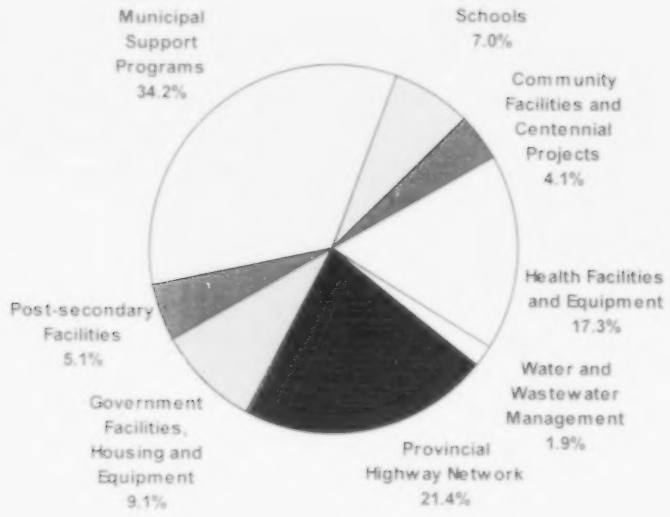
* In 2001 constant dollars.

** Note: Non-government funded sources of income include Canada/Quebec Pension Plan, private pension, investment, RRSP, and employment. Government transfers include Old Age Security, Guaranteed Income Supplement, GST rebates and Alberta Seniors Benefit.

Capital Plan

The goal for the **Capital Plan** reflects the government's commitment to maintain and develop government-owned and supported infrastructure.

2005-08 Capital Plan
$9.2 billion


Municipal Support Programs 34.2%
Schools 7.0%
Community Facilities and Centennial Projects 4.1%
Health Facilities and Equipment 17.3%
Water and Wastewater Management 1.9%
Provincial Highway Network 21.4%
Government Facilities, Housing and Equipment 9.1%
Post-secondary Facilities 5.1%

Goal 14 is based on the Capital Plan, which was introduced in Budget 2003 as part of the government's new fiscal framework. The new framework brings more certainty to capital planning.

This goal is on a different basis than the other 13 goals. Unlike Goals 1 to 13, this goal shows the total value of capital being acquired or directly supported by the provincial government.

For more information, readers are encouraged to refer to the *2005-08 Fiscal Plan* and the chapter on the Capital Plan.

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

What it means

Effective and sustainable infrastructure is essential to support the achievement of the province's other goals and to achieving the vision of a vibrant and prosperous province where Albertans enjoy a superior quality of life.

The government provides capital for: health facilities and equipment; school facilities; post-secondary facilities; the provincial highway network; municipal transportation grants; water and wastewater management; community facilities; provincial parks; government-owned facilities, equipment and inventories; housing programs; and other priority infrastructure needs.

Alberta has been experiencing rapid economic and population growth, placing the province's infrastructure under pressure. In addition, the infrastructure is aging and reinvestment is required to ensure that the integrity of existing infrastructure is maintained and the public investment is preserved.

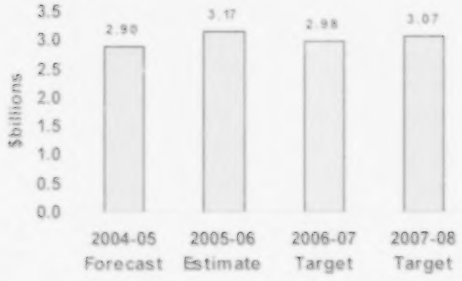
Link to fiscal plan

This goal links to the Fiscal Plan through the Capital Plan. The Capital Plan represents the total value of capital being acquired or directly supported by the provincial government. The Capital Plan includes grants to local authorities for capital purposes, which are also reported as program expense where appropriate under the other 13 goals, spending on provincial government-owned capital, and the value of projects being alternatively financed. It does not include capital amortization and financing costs.

The Capital Plan draws from three sources: current-year revenue, the Capital Account established in 2003, and alternative financing arrangements which could include public-private partnerships, capital leases, and capital bonds. The three-year capital plan sets out the government's capital commitment to:

- Infrastructure projects and purchases of equipment by school boards, post-secondary institutions, health authorities, municipalities and other local authorities and organizations; and
- Capital investment in government-owned infrastructure, equipment and inventories, and funding to rehabilitate government capital.

Capital Plan Investment



GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiative supports achievement of this goal: Economic Development and Innovation Initiative. See pages 37-40.

Strategies

- Provide financial support to community-owned and -operated Centennial Legacy Projects across Alberta to leave tangible, memorable investments for future generations.
- Support Government of Alberta Centennial Legacy Projects that preserve Alberta's heritage, provide educational opportunities and increase tourism, such as the redevelopment and expansion of the Provincial Museum of Alberta and the rejuvenation of the Jubilee Auditoria in Edmonton and Calgary.
- Re-capitalize, sustain and monitor the condition of facilities and infrastructure in Alberta's provincial parks and major recreation areas through revising related capital planning and delivery processes to ensure effective management of capital redevelopment and ensure public health, safety and enjoyment, including a safe and secure drinking water supply.
- Provide Albertans with effective and efficient health facilities by working with health authorities to effectively preserve existing infrastructure, and meet growth needs for new facilities including alternative financing arrangements such as public-private partnerships.
- Enhance health research and development capacity in Alberta through capital projects such as the Health Research Innovation Centres at the Universities of Calgary and Alberta, the Alberta Heart Institute in Edmonton, and the new Alberta Children's Hospital in Calgary.
- Invest in the development of a national Nanotechnology Institute in Alberta.
- Support increased access to post-secondary institutions through effective and appropriate infrastructure solutions.
- Review school facility capital and operating grant program structures to streamline administration and respond effectively to client needs. Also continue to evaluate alternatives such as public-private partnerships and multi-purpose facilities and provide effective and sustainable school facilities for Alberta students.
- Improve the highway network in Alberta through proper maintenance and rehabilitation, enforcing truck weights and dimensions to protect the integrity of the infrastructure, and undertake strategic improvements to the highway system, such as four-laning, widening and constructing interchanges to improve safety and reduce travel time.
- Continue to develop the North-South Trade Corridor from the United States border at Coutts, to the British Columbia border west of Grande Prairie, including key urban trade routes through Edmonton and Calgary. Work with federal and provincial/territorial governments to identify and resolve transportation issues.
- Continue construction of the Edmonton ring road including implementing the public-private partnership for the Southeast Anthony Henday Drive to meet the increasing traffic demands resulting from growth in the Edmonton region. Commence construction of the Calgary ring road.

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

- Support municipalities through grant programs for infrastruture construction and rehabilitation.
- Administer various federal/provincial/municipal partnership programs which support infrastructure priorities in communities throughout Alberta.
- Complete construction of the Alberta SuperNet in 2005 to provide access for 402 rural and 27 urban communities in the province. When completed, Alberta SuperNet will provide a high-speed broadband infrastructure for universities, schools, libraries, hospitals and provincial government buildings in the province. This infrastructure is, and will continue to be made available for Internet Service Providers to connect to residences and businesses throughout the year.
- Provide safe and effective facilities for the delivery of government programs and seek innovative methods of project financing and delivery for major projects.
- Provide Albertans with effective, efficient and safe water management infrastructure through appropriate investment in rehabilitation and maintenance.
- Sustain and enhance the networks required to monitor environmental conditions.

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Physical Condition of Health Facilities					
Percentage in acceptable ("fair" or "good") condition	95%	2003-04	95%	96%	96%
Physical Condition of Learning Facilities					
Percentage of schools in acceptable ("fair" or "good") condition	94%e	2003-04	95%	95%	95%
Percentage of post-secondary institutions in acceptable ("fair" or "good") condition	84%e	2003-04	86%	87%	88%
Physical Condition of Government-Owned and Operated Buildings					
Percentage in acceptable ("fair" or "good") condition	96%	2003-04	96%	96%	96%
Physical Condition of Provincial Highways*					
Percentage in acceptable ("fair" or "good") condition	88.8%	2003-04	86%	83.5%	81.5%
Effective Water Management Infrastructure**					
Percentage in acceptable ("fair" or "good") physical condition	96%	1999	Maintain 2004-05 values	Maintain 2005-06 values	Maintain 2006-07 values

e Estimate

* Physical condition of pavement

** Includes headworks, dams and irrigation canals

Note: "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means components are aging and nearing the end of their life cycle requiring additional expenditure for renewal or refurbishing.